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SMALL BUSINESS SUBCONTRACTING PROGRAM
(Part 4)

HEARING

BEFORE THE

SUBCOMMITTEE ON SBA AND SBIC AUTHORITY, MINORITY ENTERPRISE AND GENERAL SMALL BUSINESS PROBLEMS

OF THE

COMMITTEE ON SMALL BUSINESS
HOUSE OF REPRESENTATIVES

NINETY-EIGHTH CONGRESS

SECOND SESSION

WASHINGTON, DC, JUNE 21, 1984

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SMALL BUSINESS SUBCONTRACTING PROGRAM

(Part 4)

THURSDAY, JUNE 21, 1984

HOUSE OF REPRESENTATIVES, SUBCOMMITTEE ON SBA AND SBIC AUTHORITY, MINORITY ENTERPRISE AND GENERAL SMALL BUSINESS PROBLEMS, COMMITTEE ON SMALL BUSINESS,

Washington, DC.

The subcommittee met, pursuant to notice, at 10 a.m., in room 2359-A, Rayburn House Office Building, Hon. Parren J. Mitchell (chairman of the subcommittee) presiding.

OPENING STATEMENT OF CHAIRMAN MITCHELL

Mr. MITCHELL. Today is the fourth in a series of hearings that this subcommittee is conducting to determine compliance with the subcontracting program for small and small disadvantaged businesses.

Thus far the subcommittee has heard testimony from trade associations, the military departments and some of their subordinate commands, GSA, DOT, the Veterans' Administration, and a few large business prime contractors.

Today we will resume our hearings with testimony from NASA's Johnson and Kennedy Space Centers, Martin Marietta Aerospace, Rockwell International Corp., General Dynamics, and the Boeing Co.

I certainly have no intent to prejudge the outcome of this investigation into the subcontracting plans and the subcontracting programs which are the law of the land. I must admit that I am not generally pleased by what we have heard over our first 3 days of hearings, with particular reference to the large business prime contractors that we have heard from up to this point, whose compliance with the law borders on being zero, and certainly if the largest corporations in this Nation cannot find meaningful opportunities for the participation of small and minority businesses, then I think the small business and the minority business community will not anticipate a very good future.

I have not been pleased with what I have heard. I believe there are severe problems with the management of this program which are traceable to a lack of commitment and aggressive enforcement by the agencies of the Federal Government involved, inadequate goal setting, poor monitoring, the lack of enforcement, the acceptance by the Government of legally defective plans, and the absence of uniform administrative guidance, are just some of the problems that have already been spread on our record.

Today we will hear from NASA activities and some of their prime contractors. NASA enjoys a far better reputation than DOD when it comes to the use of creative methods to increase awards to small and small disadvantaged firms. I sincerely hope that the testimony we are about to receive will prove that reputation warranted and will restore at least some of my confidence in the system.

I would like to announce to you that the House is in session. We went in at 10 o'clock this morning. There will be votes. I assume the only way I can handle it is when we have recorded votes is to take a 15-minute recess. We only have 15 minutes in which to vote. We will take a 15-minute recess each time we have a recorded vote. I regret that that is an added burden to the witnesses, but I have no choice but to do that.

Other members of the subcommittee will be joining us from time to time. We are spread out over many, many activities in the Congress, and all of us have multiple committee assignments. I fully anticipate that the other members will join us as time permits.

[Congressman Addabbo's opening statement follows:]

OPENING STATEMENT OF HON. JOSEPH P. ADDABBO, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF NEW YORK

It is well known that the Department of Defense is responsible for over 80 percent of the Federal purchase budget. In fiscal year 1983, DOD awarded approximately $128.2 billion in prime contracts exceeding $25,000. This represents an $11.5 billion increase from fiscal year 1982. DOD statistics also indicate that in fiscal hear 1983, the top 100 companies received $89.6 billion of all DOD contracts or 69.9 percent of all awards. This is a substantial increase from fiscal year 1982 where the top 100 companies received $76.8 billion or 65.9 percent of all awards.

As a percent of all defense subcontracting, small disadvantaged business received 1.6 percent during fiscal year 1983 despite a substantial increase in the total DOD purchase budget. It is further evident that the amount of DOD dollars going to the top 100 contractors has increased steadily as the share of subcontracting dollars to small disadvantaged business remains constant.

Today, I welcome the testimony from four companies that received approximately $17 billion of DOD contracts during fiscal year 1983. I look forward to hearing exactly how these companies are implementing the subcontracting program as well as what is currently underway to improve their subcontracting efforts.

I also look forward to hearing about the subcontracting program at both the Johnson Space Center and the Kennedy Space Center.

Mr. **MITCHELL**. I would like to now call on our first witnesses, who are representatives from NASA: William Kelly, who is the Director of the Center Support for NASA at the Lyndon B. Johnson Space Center, and James Rice, the Deputy Director for Center Support Operations at the John F. Kennedy Space Center.

Gentlemen, if you will come right to the table, please. Thank you very much for being here with us this morning. You may proceed.

TESTIMONY OF WILLIAM R. KELLY, DIRECTOR OF CENTER SUPPORT, LYNDON B. JOHNSON SPACE CENTER, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION, ACCOMPANIED BY JAMES L. NEAL, DIRECTOR OF PROCUREMENT, AND ROBERT L. DUPPSTADT, SMALL AND SMALL DISADVANTAGED BUSINESS SPECIALIST, NASA

Mr. **KELLY**. I am Bill Kelly from the Johnson Space Center, and I would like to introduce the people that I have with me. I have

James Neal, director of procurement; and Robert Duppstadt on the far left, the small and small disadvantaged business specialist at the Johnson Space Center.

Mr. Chairman, I plan to read my statement. It is not so long. It would be easier to read rather than trying to summarize, if that is OK with you, sir.

Mr. MITCHELL. Fine. If it is not too long, we have a large number of witnesses to cover.

Mr. KELLY. Thank you.

Thank you for the opportunity to present this statement on the NASA Lyndon B. Johnson Space Center's (JSC's) implementation of the subcontracting program established under section 211 of Public Law 95-507.

Before getting into the subcontracting aspects of JSC's Small and Small Disadvantaged Business Program, I would like to speak briefly on the center's accomplishments with respect to direct awards to small and small disadvantaged businesses.

During the past 3 fiscal years, JSC's obligations to small business have increased 42 percent and to small disadvantaged business, it has increased 65 percent. Specific progress in contracting with small and small disadvantaged businesses for the past 3 fiscal years is as follows: Total business, fiscal year 1981, $1,567.7 million; fiscal year 1982, $1,627.6 million; and fiscal year 1983, $1,664.0 million. Small business, fiscal year 1981, $40.7 million; fiscal year 1982, $49.5 million; and fiscal year 1983, $57.1 million. Small disadvantaged business, fiscal year 1981, $10.1 million; fiscal year 1982, $16.4 million; and fiscal year 1983, $16.8 million. Large business, fiscal year 1981, $1,527 million; fiscal year 1982, $1,578.1 million; and fiscal year 1983, $1,606.9.

While JSC's total business obligations in fiscal year 1983 amounted to over $1.6 billion, it is significant to note that our prime contract for the shuttle and 19 other major contracts, not within the scope of small business, amounted to more than $1.5 billion.

I draw two conclusions from these statistics: One, in view of what is left after our obligations are paid to our major hardware and support contractors, we have done a good job in getting contract dollars to small and small disadvantaged businesses, and two, there should be considerable subcontracting opportunities for small and small disadvantaged businesses under JSC's hardware and support contracts with large businesses.

With respect to subcontracting goals for small and small disadvantaged businesses, NASA only establishes an overall Agency goal. There are no center-level goals set for subcontracting to small and small disadvantaged businesses. However, each subcontracting plan contains a goal for both small and small disadvantaged business. The small and small disadvantaged business specialist at JSC reviews all plans and submits his comments to the contracting officer.

The plans are also reviewed by the contracting officer and, during negotiations, it is his responsibility to determine and negotiate goals that represent the maximum practicable opportunity for small and small disadvantaged business subcontracting consistent with efficient contract performance.

The contractor's progress toward reaching these individual subcontract goals is monitored by the contracting officer, who utilizes the contractor's semiannual report. Additionally, the Small Business Administration periodically audits contractor plans for compliance and reports the findings to the contracting officer.

During the preceding 3 fiscal years, we have reviewed and approved 75 subcontracting plans representing $3.1 billion in planned subcontracting obligations. These plans contained goals totaling $553 million for small business and $58 million for small disadvantaged business. Attached to this statement is a listing of these plans by fiscal year, including the dollar value of all planned subcontract commitments and the amounts committed as goals for small and small disadvantaged business.

It should be noted that individual contract plan figures are deleted for some contractors because of restrictive legends. However, totals by fiscal year and for the 3 fiscal years include all subcontracting plans.

At JSC, we have not received any subcontracting plan that we considered as totally unacceptable. There have been, however, areas in some of these plans where changes were required during negotiations. The contractors have been cooperative in their negotiations, and all of the plans now on contract are completely acceptable and are considered to represent the maximum practicable opportunity for small and small disadvantaged business subcontracting. To date, no contractor has been found in violation of the negotiated subcontracting plan.

JSC has an outreach program which is centered around our commodity source list. This list contains the names and addresses of firms by commodity. The firms are also identified as large, small, disadvantaged, and women owned. This source list, which fills four volumes, contains listings of over 4,000 firms, of which 70 percent are small businesses.

Additionally, there are 462 small disadvantaged firms in the listing and 153 women-owned firms. Periodically, a separate source list containing only the women-owned and small disadvantaged businesses is printed. Both lists are distributed to all JSC contracts organizations and to all of JSC's major contractors. In addition, when small and small disadvantaged businesses visit JSC, they are encouraged to include their firms on the JSC source list. We also extend this encouragement when we participate in congressional business conferences and local or regional trade fairs.

Another valuable tool of the JSC Outreach Program is our listing of current prime contracts over $100,000. This listing, along with the names, addresses, and telephone numbers of prime contractor purchasing personnel, is available to all firms through the JSC industry assistance office for subcontracting opportunities.

Chairman Mitchell's letter to Mr. Beggs requested some data on award-fee contracts at JSC. For the preceding 3 years, JSC has awarded four award-fee contracts averaging $33.8 million each. Including contracts awarded prior to fiscal year 1981, JSC has 21 active award-fee contracts totaling $10.9 billion. If we exclude the Shuttle Orbiter contract with Rockwell International, which accounts for $8.7 billion, the average value of the remaining 20 active award-fee contracts is $101.2 million.

To improve the operations of the subcontracting program at JSC, we will encourage closer contact of the prime contractor's subcontract plan administrators with JSC's small and small disadvantaged business specialist. Regular meetings, possibly quarterly, could result in a mutual exchange of information that could increase subcontracting opportunities to small and small disadvantaged businesses. Additionally, we will periodically reemphasize, both to our prime contractors and internally, the requirements of Public Law 95-507 with respect to subcontracting opportunities for small and small disadvantaged businesses.

Small and small disadvantaged businesses have made important contributions to the Government's programs at the Johnson Space Center both as prime contractors and subcontractors. We are proud of JSC's overall performance on behalf of the small and small disadvantaged business community, and I am glad to have had the opportunity to discuss the JSC program with you.

I would appreciate it very much if you would enter into the hearing record some tables which I have brought along showing various approved subcontracting plans.

Thank you.

[The tables referred to above follow:]

APPROVED SUBCONTRACTING PLANS

COMPANY	TOTAL SUBCONTRACT DOLLARS	SMALL BUSINESS GOAL	SMALL DISADVANTAGED BUSINESS GOAL
FY 81			
A-V Service Corp.	$ 19,500	$ 16,170	$ 0
Boeing Aerospace*			
CSC	2,500,000	2,225,000	1,125,000
Draper Lab	1,170,110	241,822	4,424
ERIM	122,229	22,000	2,400
Ford Aerospace	1,011,650	505,825	20,233
Ford Aerospace	709,703	187,221	2,000
General Electric	9,500,000	1,710,000	237,000
ILC	68,000	42,840	3,400
ITT*			
Kelsey Seybold	69,100	28,900	9,600
Lockheed Engineering & Mgmt. Svcs. Co.	2,500,000	750,000	50,000
Mason-Hangar	11,200	6,160	2,240
Northrop*			
Pan American	13,216	4,138	264
Purdue University	536,258	48,263	5,362
Rockwell (Schedules A, B, D)*			
RCA	87,500	14,000	1,750
RCA	40,000	7,200	0
Singer	11,643,039	1,746,456	8,732
Technology, Inc.	150,000	30,000	15,000
Teledyne Ryan	27,962	6,710	280
TRW*			
Univ. of Calif. Berkeley	80,000	80,000	8,000
	$2,947,263,322	$ 501,044,741	$ 50,319,837
FY 82			
Ball Aerospace	57,104	30,000	0
Ball Aerospace	446,564	48,175	14,000
EATON-AIL	86,700	86,170	0
Ford Aerospace	33,781,225	11,823,429	1,689,061
General Electric	688,112	140,579	1,874
General Electric	403,245	51,568	1,547
General Electric	4,000,000	800,000	120,000

APPROVED SUBCONTRACTING PLANS

COMPANY	TOTAL SUBCONTRACT DOLLARS	SMALL BUSINESS GOAL	SMALL DISADVANTAGED BUSINESS GOAL
FY 82 (continued)			
Martin Marietta*	$	$	$
Grumman	98,478	52,500	0
IBM	1,770,216	1,465,216	989,420
IBM	1,727,449	2,020,863	575,414
IBM	403,628	180,000	0
IBM	1,149,882	736,296	3,180
IBM	4,686,300	2,668,300	961,000
IBM	299,630	288,875	0
ILC	60,000	39,000	3,000
ITEK	258,365	126,771	500
Kelsey Seybold	78,200	23,500	4,250
Lockheed Eng. & Mgmt. Svcs. Co.	3,149,851	944,955	53,547
Mason-Hangar	14,000	7,000	3,500
McDonald Douglas	404,297	287,050	28,300
McDonald Douglas	5,475,000	4,292,000	1,866,594
Northrop*			
Northrop*			
Rockwell (Schedule C)*			
RCA	2,042,000	1,150,000	22,000
SRI Int.	151,200	123,990	9,100
Technicolor	40,000	9,500	8,500
TRW*			
	$ 72,757,418	$31,330,051	$ 6,647,876
FY 83			
Graduate Hospital of Philadelphia	53,016	3,500	0
Martin Marietta*			
Honeywell*			
IBM	4,634,579	2,089,659	579,193
ITT*			
Kelsey Seybold	84,700	31,300	8,500
Lockheed Eng. & Mgmt. Svcs. Co.	9,875,000	2,962,500	246,875
Lockheed (White Sands Test Facility (WSTF))	3,431,000	2,058,600	137,240
Lockheed (WSTF)	3,000,000	1,800,000	120,000
Mason-Hangar	14,000	7,000	3,500
MIT	139,695	77,903	3,695

APPROVED SUBCONTRACTING PLANS

COMPANY	TOTAL SUBCONTRACT DOLLARS	SMALL BUSINESS GOAL	SMALL DISADVANTAGED BUSINESS GOAL
FY 83 (continued)			
Northrop*			
Pan American	17,200	7,740	2,580
Pan American	1,800,000	1,080,000	108,000
Rockwell (Schedule E)*			
Singer	9,591,646	1,438,747	7,194
State Univ. of New York, Buffalo	85,835	12,875	858
Technology, Inc.	200,000	40,000	20,000
TRW*			
Univ. of California, San Diego	1,208,782	247,874	60,210
Univ. of Texas Health Center	308,781	256,781	0
Virginia Commonwealth	1,000,000	900,000	0
	$ 61,588,033	$ 20,781,203	$ 1,357,159
	$3,081,608,773	$553,155,995	$ 58,324,872

* These subcontracting plans are subject to restrictive legends consistent with the Freedom of Information Act.

Mr. MITCHELL. Thank you very much. Could we hear from Mr. Rice next and then we will ask questions to the entire panel.

TESTIMONY OF JAMES E. RICE, DEPUTY DIRECTOR, CENTER SUPPORT OPERATIONS, JOHN F. KENNEDY SPACE CENTER, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION, ACCOMPANIED BY NORMAN PERRY, INDUSTRY ASSISTANCE OFFICER, AND WILLIAM M. BAULIG, PROCUREMENT OFFICER, KENNEDY SPACE CENTER, NASA

Mr. RICE. I am James Rice from the Kennedy Space Center. I would like to introduce Norman Perry, industry assistance officer, and on his right is Mr. William Baulig, who is the procurement officer at the Kennedy Space Center.

Mr. MITCHELL. Thank you. We have a copy of your statement, so if you merely want to talk about the salient points in your statement, that will be fine.

Mr. RICE. That is what I prefer to do.

Mr. MITCHELL. Fine. Then your statement will be submitted for the record in its entirety.

Mr. RICE. Thank you.

Mr. Chairman and members of the subcommittee, I am pleased to be here today to explain to you how KSC implements the small and small disadvantaged subcontracting program as established under section 211 of Public Law 95-507. I would like to start by giving a brief procurement overview of our activities at the Kennedy Space Center. From fiscal year 1981 to fiscal year 1983, our procurement activity in terms of dollars increased from $479 million to $682 million per year.

The preponderance of these dollars went to the extensions and growth of the launch and support service contracts. Of the remaining $175 million, which was new procurement, the small business and small disadvantaged business communities captured 39 percent of that amount of money.

Mr. MITCHELL. You are lumping them both together?

Mr. RICE. Yes.

Mr. MITCHELL. Small and small disadvantaged?

Mr. RICE. Yes, for this summary.

Mr. MITCHELL. Do you have a separate breakout for small disadvantaged?

Mr. RICE. I would have to check the full statement. I believe we do. With respect to the subcontracting program itself, as you are well aware, NASA has goals at headquarters but they do not allocate them to the centers. Therefore at KSC we negotiate a goal and a subcontracting plan in those contracts where such a plan is required, and we do that with a team effort consisting, of course, of a contractor who submits a plan to the contracting officer, the industry assistance officer, and technical representatives when needed. In some rare cases, the Small Business Administration participates at that stage also.

The plan is then monitored by several techniques. There are periodic reports and reviews of the contractors purchasing systems, but I think the two major things that impress me, at least, at KSC is that practically all of our major contracts are award fee, and the contractor's profit or award fee can be affected by how well he does with his subcontracting program.

I think another important factor is that virtually all of our award fee contracts are on site at KSC and are not off in the distance, with maybe the exception of the Martin-Marietta aerospace which does our CCMS work out in the Denver area. So we are in constant contact with the contractors, daily contact, and we can observe what is going on very readily.

For purposes of my summary, I have added the number values of all the plans together, and the total results for fiscal years 1981 through 1983. The total of the subcontract plans that we accepted during those 3 years was 25. The total dollar value of all subcontracting effort was $188 million approximately. I am rounding, of course, the aggregate of all the small and disadvantage subcontract goals, adding them together and adding them up, came to $40.8 million. Our actual accomplishments to those goals were $69,500,000. We exceeded the goal by nearly $30 million.

The small disadvantaged business goals for the 3 years totaled $5.2 million, and the actual performance experienced was $7.8 million.

Your letter of June 6 to Mr. Beggs set forth four questions and further asked us to summarize how we would improve in the future. I will try to discuss this without repeating the question, if that is all right with you.

Mr. MITCHELL. That is all right.

Mr. RICE. With respect to the acceptability of subcontract plans, with the advent of Public Law 95-507 there was quite a bit of learning on the part of the contractors and our own people to improve subcontracting plans. We generally believe the plans have been greatly improved over the years, but most plans still require additional data or clarification, but they have improved.

I have knowledge of no plan that was ever ultimately rejected. We have been able to work the problems out through the negotiation process. KSC had one case where a violation of a subcontract plan was suspected. The procurement officer wrote the contractor, immediately warning him of the seriousness of this problem and alluded to the potential material breach of contract. The sequence of events after that included top management at KSC, and at NASA headquarters. The Small Business Administration became involved and performed a compliance review. The SBA finally determined that there was, in fact, no violation.

When it appears to us, on the other hand, that a contractor is lax in not doing what he should do or could do to support his own plan, we then caution him about his award fee and his profit, because performance certainly will be evaluated and can affect the profit. That is quite an incentive to do a good job.

With respect to outreach programs, this is one of our top priorities since the Kennedy Space Center is not located geographically very close to any industrial area or metropolitan area. We therefore go out and try to explain procurement requirements we have at the Center, in the hope of drawing small businesses and small disadvantaged businesses into participation.

A note that might be of interest to you. A Baltimore firm owned by a minority woman, fairly high technology, has opened offices in

Orlando, so our outreach program is beginning to have some effect in the high technology area. This is what we would like to have.

A quick look at some of the things we do. We support the Federal procurement conference program. We support the congressionally sponsored business conferences. Our industry assistance office makes monthly trips to small business development centers located at colleges. There are five such centers at which seminars are conducted. There is also one-on-one counseling with small and small disadvantaged businesses.

We have sponsored seminars at KSC on how to do business with the Government. Last month we had an industry briefing which was advertised in "Commerce Business Daily" and invited small business, small disadvantaged business and large businesses to attend. Although we limited the participation from any one firm to three people, we couldn't accommodate the people who wanted to come to our 300-seat auditorium. We had to turn people away. Of course, we gave them all the information that was passed out at that briefing.

The briefing was a presentation by KSC of our future procurements so the whole audience could see what we would be doing in the next few years, and then both Lockheed, who has one shuttle processing contract, and EG&G, who has our base operations contract, put on similar presentation of what their subcontracting would look like over the next several years. Following that, there was an exhibition by the firms, and there were counseling booths staffed by Mr. Perry and Small Business Administration people, as well as by our prime contractors.

Mr. Perry, by the way, received an award from the Space Coast Minority Purchasing Council for having gone the "extra mile" to aid in the development of minority businesses.

Nearly all of our major support contracts have been award fee contracts or have had award-fee features in them over the years. Prior to the award of the base operations contract and the Shuttle Processing Contract we had approximately 14 such contracts per year. The average value of these 14 contracts was something like $17 million annually, but the range of contract values was from $1.9 million up to $91 million annually. This is quite a range from which we calculated the average. Currently, the value of the base operations contract is approximataely $169 million, and the shuttle processing contract is $1.1 billion for the first 3 years.

In conclusion, Mr. Smith, the Director of the Kennedy Space Center, and I believe that we have made significant progress in the small and small disadvantaged subcontract program. In the future we are going to pursue our outreach program with vigor. We want results from it. We are getting more high technology firms interested, and that is exactly what we want to do.

This ends my statement. I would like to thank you for allowing me to appear on behalf of the Kennedy Space Center, and I will be pleased to answer questions.

[Mr. Rice's prepared statement with attachment follows:]

PREPARED STATEMENT OF JAMES E. RICE, DEPUTY DIRECTOR, CENTER SUPPORT OPERATIONS, JOHN F. KENNEDY SPACE CENTER, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

I am pleased to be here today to provide you with information concerning Kennedy Space Center's (KSC) implementation of the small business subcontracting program established under Section 211 of Public Law 95-507. Your letter of June 6, 1984, to the Administrator, specified several areas for discussion in addition to statistical data for Fiscal Years (FY) 81, 82 and 83.

I will begin by discussing the dollar amount of all contract actions for Fiscal Years 81, 82 and 83, including the amounts awarded to small and small disadvantaged business and the amounts to large businesses.

CONTRACTS ($000)*

	FY81	FY82	FY83
Total Dollar Value of Contracts	$479,000	$531,000	$682,000
Large Business	411,000	461,000	614,000
Small Business	68,000	70,000	68,000
Small Disadvantaged Business	6,900	7,400	4,800

*Values stated above include growth or extensions in existing contracts, as well as new awards. In FY83, awards to Small Businesses and Small Disadvantaged Businesses equalled 39% of the new awards totalling $175 million.

The decrease in dollar amounts for small business and small disadvantaged business in FY83 relates to the award of the Base Operations Contract (BOC), which includes responsibility for the KSC supply function, resulting in a decrease in KSC awards and, as will be shown later, an increase in subcontracting awards.

Next I will discuss subcontracting for small and small disadvantaged business. Although there is an overall subcontracting goal for NASA, it is not allocated to each NASA Center. A KSC goal is established for each contract having a requirement for subcontracting plans. These goals are based on total planned subcontracting dollars, taking into consideration such things as in-house capability, complexity of requirement, criticality of contemplated subcontracts, availability of small business (SB) and small disadvantaged business (SDB) sources, and, of course, overall costs. Once established, the goals are set forth in the prime contractor's Small and Small Disadvantaged Business Subcontracting Plan which becomes part of the contract. The plan is reviewed by several Government personnel, including the Contracting Officer, the KSC Industry Assistance Officer, technical representatives, if appropriate, and, on occasion, by Small Business Administration representatives. Based upon this analysis, the Contracting Officer either accepts or negotiates an acceptable plan with reasonable goals. The plan is then monitored through periodic reports (usually not less than quarterly), periodic review of the contractor's purchasing system, and direct discussions with the contractors.

The following summarizes the FY81, 82 and 83 KSC small and small disadvantaged business subcontracting goals taken from the total of the prime contractors' plans. The total of the prime contractors' commitments are also set forth as well as the total number of approved plans per fiscal year.

SUBCONTRACTING ($000)

	FY81	FY82	FY83
Total Number of Subcontract Plans	10	4	11
Total Dollar Value of Subcontracts	$54,000	$33,000	$101,000
Small Business - Goals	4,500	5,000	31,300
- Commitments	10,300	7,600	51,600
Small Disadvantaged Business			
- Goals	300	200	4,700
- Commitments	500	400	6,900

It should be noted that our contracts do not necessarily coincide with the Government fiscal year nor do all contractors' accounting years coincide; also, some of the plans have a single goal for periods exceeding one year. As a result thereof, in order to compile the above data, it was necessary for the Contracting Officer, in some cases, to use his best judgment in allocating goals and commitments between fiscal years. As you will note, we exceeded the total small and small disadvantaged subcontracting goals in FY81 through FY83. As noted earlier, there was also a considerable increase in goals and commitments in FY83 as the BOC went into effect.

I will now address the specific questions included in your June 6, 1984, letter to the Administrator:

Question: "(1) How frequently do prime contractors submit unacceptable subcontracting plans? What action is taken in such situations?"

Response: During the period immediately following enactment of Public Law 95-507 and the initial implementation of its provisions, most subcontracting plans submitted required some degree of improvement either to subcontracting policy provisions or to the goals for small and small disadvantaged business. Those improvements were accomplished through the negotiation process rather than a direct rejection of the plan. After the initial implementation period, and the commencement of the learning process for both the contractors and KSC, the quality of the plans improved. Most plans submitted continue to require clarification and additional information, but I am not aware of a plan that was ultimately rejected.

Question: "(2) When the director is advised that any contractor may be in violation of a subcontracting plan under Section 211 of Public Law 95-507, what actions are taken in response to such allegations? Has any contractor been terminated for non-compliance?"

Response: If a contractor is suspected to be in violation of a subcontracting plan, the contractor is confronted directly by the Contracting Officer or the Procurement Officer. There has been only one instance in which we felt that there was a possible violation by a contractor of the subcontracting plan. As a result, the Procurement Officer officially notified the contractor of our serious concern and the potential material breach of the contract. As a result, there were a number of meetings with the senior contractor management and it was ultimately determined that there was no violation of the plan. This position was subsequently supported in a compliance review by the Small Business Administration which found the contractor to be in full compliance with the subcontracting plan. No KSC contractor has been terminated to date for non-compliance with the subcontracting plan.

There are, of course, other situations which do not appear to be in violation of the subcontracting plan but where the contractor's small and small disadvantaged business subcontracting performance could be improved. In those instances, the most important means of improving the contractor's performance is by affecting his profit through award fee evaluations. Most of our major contracts have been the Cost-Plus-Award-Fee (CPAF) type, or at the least have an Award Fee feature. The contractor's compliance with the subcontracting plan is evaluated as part of the award fee determination process. Not only can the amount of profit be affected, but the performance is made visible to KSC and the contractor's top management. The Award Fee Evaluation Board is chaired by the KSC Deputy Center Director.

Question: "(3) What outreach program/programs has the director established for small and small disadvantaged business to participate in the subcontracting program?"

Response: KSC is not located close to any large metropolitan area to call upon for extensive SB and SDB support. Therefore, we believe that outreach programs are one of our top priorities. To accomplish this, in conjunction with NASA Headquarters, we conduct and participate in a wide range of outreach efforts to make small and small disadvantaged business aware of contracting and subcontracting opportunities at KSC.

The Industry Assistance Office of Kennedy Space Center is an active participant in the Federal Procurement Conference program sponsored by the Department of Commerce, and also congressionally-sponsored business conferences which are conducted for the predominant purpose of assisting small business.

In addition to these programs, Kennedy Space Center has initiated other enhancements to the outreach program. Among these are annual awards, which recognize some of the outstanding small businesses who have distinguished themselves in providing services to KSC in the preceding year. Recognitions extend from the Small Business Prime Contractor of the Year, Small Business Sub-Contractor of the Year, Minority-Owned Contractor of the Year and Woman-Owned Contractor of the Year to the large business who has done the most for small businesses during the year.

As a note of interest, the KSC Industry Assistance Officer has recently received an award from the Space Coast Minority Purchasing Council (SCMPC) for dedication and outstanding service by going "the extra mile" to aid in the development of minority businesses.

Another program employed by the Industry Assistance Office to provide educational opportunities for small and small disadvantaged business persons is monthly trips to Small Business Development Centers, located on the campuses of Daytona Beach Community College, University of Central Florida, Florida Institute of Technology, Valencia Community College, and Brevard Community College. These trips may involve individual counseling, or may be for the purpose of conducting seminars in specialized areas for small and small disadvantaged companies.

In October 1983, NASA/KSC sponsored two one-day seminars in facilities provided by local universities to commemorate the first annual Minority Business Enterprise Development Week. Four workshops were presented at each seminar covering "How to Learn about Contracting Opportunities and Upcoming Contracts," "Fabrication and Quality Requirements," "Types of Hardware Procured," and the "Government Payment System." At the conclusion of each seminar, attendees were introduced to a panel of highly successful minority entrepreneurs. Panel members gave a brief account of their business history and then addressed questions from the floor.

In February 1984, KSC in conjunction with the SBA and numerous other agencies, sponsored the Southeast Regional "Small Business Selling to Government" conference in Orlando. More than 60 large businesses and federal agencies had counseling booths, and over 65 small businesses were on hand to exhibit their products and discuss their services.

Last month, in conjunction with the observation of Small Business Week, KSC's Industry Assistance Office sponsored an Industry Briefing and Small Business Exhibition. Purposes of the briefing and exhibition were to: (1) provide the Government with additional potential sources of supply, thereby reducing the need for sole-source procurements, and (2) to make small businesses aware of subcontracting opportunities available through NASA prime contracting programs. As a result of advertising in the Commerce Business Daily, over 300 representatives of large and small businesses attended the industry briefing. Presentations of future procurement opportunities were made by the KSC Engineering Development Directorate, and representatives of our two major prime contractors, Lockheed Space Operations and EG&G. The exhibition featured 20 small businesses displaying their products or services. Procurement representatives from EG&G, Lockheed Space Operations, and Boeing Services International were available for counseling.

Representatives of the Small Business Administration and the KSC Industry Assistance Office were on hand to answer questions concerning Government procurements. Because of the overwhelming response from the business community and the limited seating capacity of the auditorium, some companies were unable to be admitted. A record was kept of these companies and, after the briefing, copies of each presentation were mailed to them.

Question: "(4) How frequently are prime contractors given award fee contracts? For the preceding three years, provide the average dollar amount and number of award fee contracts awarded."

Response: Essentially all of our major Shuttle and cargo systems contractors and some of the larger KSC support service contracts have contained award fee provisions. Those contracts were multi-year contracts covering the years preceding award of the Base Operations Contract (BOC) in January 1983 and the Shuttle Processing Contract (SPC) in September 1983. The BOC encompassed most of the support service type work previously accomplished under several separate award fee contracts. Likewise, the SPC includes the launch processing work previously accomplished by the hardware development contractors and some support service work directly related to processing of the Shuttle. Therefore, with award of the BOC and SPC, the number of continuing award fee contracts was reduced.

As previously noted, our award fee contracts are multi-year contracts and most of those contracts were awarded prior to the FY81 period and continued through award and transition of the BOC and SPC. There were 14 such award fee contracts ranging in annual value from $1.9 million to $90.9 million for an average annual value of $17 million. In addition, excluding BOC and SPC, there were a total of three new award fee contracts executed during the FY81-83 time period with a total annual value of $12.6 million and an average annual value of $4.2 million. The BOC and SPC are incentive type contracts, however, they also contain award fee provisions and are treated separately herein due to their large dollar value. The current contract value of the BOC is $169 million and the current value of the SPC is approximately $1.1 billion.

As a general rule, an award fee type contract is used if (1) a cost type contract is determined to be appropriate, (2) the estimated value and the performance period is of such magnitude to warrant the added administrative burden of the formalized award fee evaluation process, and (3) if the available fee is sufficient to properly motivate the contractor.

In summary, I feel that KSC has made significant progress in the last few years in the area of small and small disadvantaged business awards and subcontracts. We do not, however, intend to become complacent with our performance and goals.

The Center Director is dedicated to fostering a strong and mutually beneficial relationship with the small business community. Towards that end, we will continue to actively pursue the programs previously described in our outreach activities. Also, we are looking toward the formulation of a panel of representatives from KSC onsite prime contractors to meet periodically and discuss problem areas and to explore new areas for subcontracting opportunities. Finally, to further increase visibility of procurement opportunities, we are looking at the possibility of having our prime contractors establish specific days when they will appear at offsite locations to discuss current procurement requirements with prospective subcontractors.

This ends my statement. Thank you for allowing me to be here in behalf of the Director of KSC.

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of C:LVM:djm

AUG 15 1984

Ms. Sarah Etheredge
Staff Assistant
Subcommittee on SBA Authority,
  Minority Enterprise, and
  General Small Business Problems
Committee on Small Business
House of Representatives
Washington, DC 20515

Dear Ms. Etheredge:

Enclosed are responses to the written questions which were sent to Mr. Rice as a result of the June 21, 1984, hearing.

The responses to the questions which were sent to Mr. Kelly are outstanding at this time.

Sincerely,

Lynne Murphy

Lynne Murphy
Director, Legislative Planning,
  Programs and Research Division

Enclosure

Questions Submitted by Chairman Mitchell to Mr. Rice on June 21, 1984

QUESTION 1:

On page 1 of your statement, you show prime contract awards to small business of $68 million in FY 81, $70 million in FY 82, and $68 million in FY 83. As a percent of total contracts small business is receiving a decreasing share of total awards. As a percent of total awards small business received only 14% in FY 81, 13% in FY 82, and 10% in FY 83. Awards to small disadvantaged business are even more distressing. Small disadvantaged business received 1.4% of the dollar value of contracts in FY 81, 1.4% in FY 82, and a mere .7% in FY 83. How do you account for this rather percepitious decline in the share of prime contract dollars going to small and small disadvantaged business?

ANSWER 1:

The lower percentage of small business awards (10%) in comparison to large business awards as well as the lower percentage of disadvantaged business procurements (.7%) recently experienced at the Kennedy Space Center is attributed to the award, in fiscal year 1983, of our Base Operations Contract which consolidated various support service functions at the Center. Many of these procurements had earlier been awarded directly to small business and small disadvantaged business firms as prime contracts. During fiscal year 1983, the Base Operations Contract awarded in subcontracts $19.3 million to small business firms and $6 million to small disadvantaged business firms. These new subcontracts, when combined with prime contract awards, have resulted in an overall percentage increase in the total amount of business being awarded to small and small disadvantaged businesses.

QUESTION 2:

On page 3 of your statement you give statistics pertaining to the dollar value of subcontracting goals which are contained in the subcontracting plan and the actual dollar value of subcontracting commitments against those goals. For small business during FY 81 you show actual commitments of $10,300,000 against goals of $4,500,000. Therefore the actual commitment as a percent of this goal is 229%. During FY 82 small business commitments as a percent of goals was 152% and in FY 83 the comparable percentage was 165%. For small disadvantaged business, actual commitments as a percent of goals is 167% in FY 81, 200% in FY 82 and 147% in FY 83. Do these statistics indicate to you that goals are being set at far too low a level and since you are paying an award fee based, in part, upon subcontract performance, is there not the possibility that the government is paying more than it should?

ANSWER 2:

In response to your concerns over possible underestimated subcontracting goals, we have conducted a comprehensive review of contracts during fiscal years 1981-83. We identified no situations in which goals were knowingly understated. During our review, we did not find any instances where subcontracting performance exceeding goals resulted in any excessive fee on the contracts. In particular, with respect to contracts with award fee provisions, the center's award fee evaluation process provides only for an overall judgmental evaluation of areas of contractor performance, including subcontracting performance. This process does not associate award fee dollars with a particular area of contractor performance.

QUESTION 3:

On page 4 of your statement you state "Most plans submitted continue to require clarification and additional information, but I am not aware of a plan that was ultimately rejected." Please give us examples of the types of clarifications and additional information that most plans continue to require.

ANSWER 3:

In most cases where additional information on subcontracting plans is needed, offerors have not included the type of items contemplated for subcontracting, or goals were not proposed. In other situations, plans did not contain appropriate goals. Revisions to plans, where appropriate, are negotiated with the offeror, as are other provisions of our negotiated contracts, in order to ensure that reasonable plans are included in the awarded instrument.

QUESTION 4:

It is my understanding that you have a person within your employ who has the title of Industrial Assistance Officer and that this individual is generally responsible for overseeing the implementation of the subcontracting program. Who does this person report to? How often do you meet with him to discuss small and small disadvantaged business programs?

ANSWER 4:

The Industry Assistance Officer reports to the Procurement officer at the Kennedy Space Center. However, Contracting Officers, not the Industry Assistance Officer, are responsible for overseeing the implementation of the Small and Small Disadvantaged Business Program during contract performance for contracts assigned to them. The Industry Assistance Officer meets and coordinates with Contracting Officers and the Procurement Officer as an ongoing process in order to assess subcontracting performance. Mr. Rice would meet with this individual as small and small disadvantaged business program issues develop that warrant his attention.

QUESTION 5:

Under law, NASA as well as every other Federal agency, must negotiate annual subcontracting goals with the Small Business Administration. On page 2 of your statement you state "Although there is an overall subcontracting goal for NASA, it is not allocated to each NASA Center." Don't you think that an annual goal would help you to manage the program more effectively? Do you think a national goal has any significance if it is not transmitted down to every major buying activity?

ANSWER 5:

The Kennedy Space Center carefully analyzes individual procurements for small and small disadvantaged subcontracting opportunities. Our negotiated subcontracting goals for individual contracts vary as they reflect the particular requirement and acquisition approach for these individual procurement situations. In addition, the center establishes subcontracting goals for each contract for the overall period of performance and not on an annual basis, with the actual subcontracting at any given time a function of the particular product or service being procured. This makes it difficult from a management perspective to relate an annual center subcontracting goal to individual contract performance. In view of these considerations, we do not believe that an annual subcontracting goal for the center would significantly assist in the management of the program. With respect to the second part of this question, NASA Headquarters does advise the center each year of the agency's subcontracting goal, and we believe that this provides sufficiently broad guidance for us to manage the program and emphasize the importance of subcontracting performance.

QUESTION 6:

Please tell the Subcommittee, or supply for the record if you don't have these numbers with you, the dollar value of award fees paid over the last 3 year period to large business concerns due to their performance in the area of subcontracting to small and small disadvantaged business.

ANSWER 6:

As indicated in our response to question 2 above, award fees are not specifically associated at the center with particular areas of contractor performance. Subcontracting programs are measured as part of the contractor's overall performance, which also includes technical, quality, and timely achievements of overall contract requirements. Accordingly, we do not discretely identify the award fees paid to large business concerns due to their performance in the area of subcontracting to small and small disadvantaged business.

QUESTION 7:

Do you believe contracts subject to section 211 of P.L. 95-507 should contain a liquidated damages clause to be exercised in the event that the prime contractor fails to meet his subcontracting goals?

ANSWER 7:

We do not believe that contracts subject to Section 211 of Public Law 95-507 should contain a liquidated damages clause to be exercised when subcontract goals are not met. We consider that liquidated damages provisions could result in overall increases in contract costs without obtaining a concomitant improvement in subcontracting performance. In addition, we are concerned that this type of provision would discourage contractors from negotiating challenging subcontracting goals, since a failure to meet goals, even with best efforts performance, would necessarily trigger enforcement of the liquidated damages provisions. In our view, this approach would be counterproductive to the Subcommittee's objective of encouraging subcontracting.

QUESTION 8:

How do you evaluate the performance of your contracting officers with respect to the implementation of the subcontracting program? Is this a critical performance standard for these individuals?

ANSWER 8:

Contracting Officers are evaluated in their annual performance appraisals on implementation of small and small disadvantaged business programs, including the use of set-asides in new procurements and small and small disadvantaged business subcontracting. We do not believe that implementation of the subcontracting program should be identified as a "critical" performance element. In our view, the extent of other contracting officer responsibilities which must also be evaluated and the difficulty in holding an individual accountable for performance not entirely within his/her control do not make it feasible to have subcontracting program implementation a critical performance standard.

QUESTION 9:

In 1980, JFK Space Center let contract #NAS10-9100 to Rockwell International. The present value of this contract is $580,524,000 and pertains to the Launch Operations and Landing Site for the Shuttle. Even though this contract is four years old we have not received one SF 294 pertaining to this award. Is this because your personnel did not receive the 294's from Rockwell or because NASA was negligent in responding to my request for all the 294's for each plan submitted to the Committee?

ANSWER 9:

Contract NAS10-9100 was awarded to Rockwell International Corporation on April 7, 1977, which was prior to enactment of Public Law 95-507. The contractor did not submit Standard Form 294's during fiscal years 1981-83; rather, the Contracting Officer received monthly procurement activity reports which included more detail than would be required on the semiannual Form 294.

Mr. **Mitchell**. I thank both of you gentlemen for being here. I am glad that Mr. Daub, the ranking member, has joined us. Mr. Daub.

Mr. **Daub**. Mr. Chairman, I am pleased to be here and be supportive and involved in the continuing study of these procurement issues. I am delighted at the quality of our panels this morning. I am going to have to be absent for about 25 minutes; I will be right back after that.

I am particularly interested, of course, in the panel, because I have been to Cape Canaveral, the Kennedy Center, and had a fine tour and have gotten a chance to know what you are doing there. I am interested as well in the Marietta testimony since I have a Marietta business in my congressional district, and Rockwell interests in our State, and indeed if I am not here when Mr. Ryan speaks, I want to be sure that Bill Bowen gets a hello from me because I am interested in what you are doing, particularly what you can do for the small disadvantaged businesses in the subcontracting field.

Thank you, Mr. Chairman.

Mr. **Mitchell**. Thank you.

Gentlemen, I am going to ask the staff to give you a factsheet that we have on five contracts. While we are waiting for that factsheet, are they ready now? This involves five contracts. You see the contract numbers, the dollar value, the dollar value for direct subcontracting, breakout for small business and breakout for small disadvantaged businesses.

On the first one, that is 14,000, the small and disadvantaged business share, and really we are saying minority business share, is four-tenths of 1 percent. Are you familiar with that contract?

[The charts referred to above follow:]

NASA/ROCKWELL

Contract No.	Dollar Value	Dollar Value for Direct Subcontracting	Small Business	Small Disadvantaged Business
NAS9-14000	9,200,000,000	Schedule E: 13,833,000 (direct)	4,337,000 (31%)	5,000 (.04%)
		10,000,000 (indirect)	2,400,000 (25%)	5,000 (.05%)
		Schedule A & B: 2,795,276,000 (direct)	452,800,000 (16.2%)	46,700,000 (1.6%)
		120,900,000 (indirect)	41,100,000 (34%)	2,100,000 (1.7%)
		Schedule C: 4,600,000 (direct)	1,800,000 (38%)	165,600 (3.6%)
		3,610,000 (indirect)	1,200,000 (34%)	61,370 (1.7%)
NAS8-27980	2,476,034,000	28,675,747	7,742,452 (27%)	860,272 (3%)
NAS10-9100	580,524,000	300,000	120,000 (40%)	1,200 (1%)
NAS3-22920	34,435,000	4,616,223	2,476,258 (51%)	597,502 (13%)
NAS8-35140	17,133,000	30,000	30,000 (100%)	UNKNOWN

SUBCONTRACTING PLAN CHECKLIST

PRIME CONTRACTOR: ROCKWELL

CONTRACT NUMBER: NAS 9-14000

AWARDING AGENCY: NASA, Johnson

CONTRACT DOLLAR VALUE: 9, 200,000,000

AWARD DATE: ?

ITEM	YES	NO
1. Is there a plan?	✓	
2. Does plan contain goals for SB?	✓	
for SDB?	✓	
3. Does plan contain total dollar value for direct subcontracting?	✓	
4. Are goals calculated correctly?	✓	
5. If plan has modifications, are goals also modified?	N/A	
6. Is there proper allocation of overhead?	✓	
7. Are goals included in plan for indirect expenditures?	✓	
8. Does plan contain total dollar value for indirect expenditure?	✓	
9. Are indirect goals calculated correctly?	✓	
10. Are SF 294's submitted for each 6 month period?	✓	
11. Do goals reported on SF 294's match goals in plan?		✓
12. Were SF 294's completed properly?	✓	
13. Does performance reported on SF 294's resemble goals?	✓	

SUBCONTRACTING PLAN CHECKLIST

PRIME CONTRACTOR: ROCKWELL

CONTRACT NUMBER: NAS 3-22920

AWARDING AGENCY: NASA

CONTRACT DOLLAR VALUE: 34,435,000

AWARD DATE: 11/30/83

ITEM	YES	NO
1. Is there a plan?	✓	
2. Does plan contain goals for SB?	✓	
for SDB?	✓	
3. Does plan contain total dollar value for direct subcontracting?	✓	
4. Are goals calculated correctly?	✓	
5. If plan has modifications, are goals also modified?	N/A	
6. Is there proper allocation of overhead?	N/A	
7. Are goals included in plan for indirect expenditures?		✓
8. Does plan contain total dollar value for indirect expenditure?		✓
9. Are indirect goals calculated correctly?		✓
10. Are SF 294's submitted for each 6 month period?		✓
11. Do goals reported on SF 294's match goals in plan?		N/A
12. Were SF 294's completed properly?		N/A
13. Does performance reported on SF 294's resemble goals?		N/A

SUBCONTRACTING PLAN CHECKLIST

PRIME CONTRACTOR: ROCKWELL

CONTRACT NUMBER: NAS 10-9100

AWARDING AGENCY: NASA, Kennedy

CONTRACT DOLLAR VALUE: 580,524,000

AWARD DATE: ?

ITEM	YES	NO
1. Is there a plan?	✓	
2. Does plan contain goals for SB?	✓	
for SDB?	✓	
3. Does plan contain total dollar value for direct subcontracting?	✓	
4. Are goals calculated correctly?	✓	
5. If plan has modifications, are goals also modified?	✓	
6. Is there proper allocation of overhead?	N/A	
7. Are goals included in plan for indirect expenditures?		✓
8. Does plan contain total dollar value for indirect expenditure?		✓
9. Are indirect goals calculated correctly?		N/A
10. Are SF 294's submitted for each 6 month period?		✓
11. Do goals reported on SF 294's match goals in plan?		Cannot determine
12. Were SF 294's completed properly?		Cannot determine
13. Does performance reported on SF 294's resemble goals?		Cannot determine

SUBCONTRACTING PLAN CHECKLIST

PRIME CONTRACTOR: ROCKWELL

CONTRACT NUMBER: NAS 8- 27980

AWARDING AGENCY: NASA

CONTRACT DOLLAR VALUE: 2,476,034,000

AWARD DATE: ?

ITEM	YES	NO
1. Is there a plan?	✓	
2. Does plan contain goals for SB?	✓	
for SDB?	✓	
3. Does plan contain total dollar value for direct subcontracting?	✓	
4. Are goals calculated correctly?	✓	
5. If plan has modifications, are goals also modified?	N/A	
6. Is there proper allocation of overhead?	N/A	
7. Are goals included in plan for indirect expenditures?		✓
8. Does plan contain total dollar value for indirect expenditure?		✓
9. Are indirect goals calculated correctly?		N/A
10. Are SF 294's submitted for each 6 month period?	✓	
11. Do goals reported on SF 294's match goals in plan?		✓
12. Were SF 294's completed properly?	✓	
13. Does performance reported on SF 294's resemble goals?		✓ substantially [illegible] goals.

SUBCONTRACTING PLAN CHECKLIST

PRIME CONTRACTOR: ROCKWELL

CONTRACT NUMBER: NAS8-35140

AWARDING AGENCY: NASA

CONTRACT DOLLAR VALUE: 17,133,000

AWARD DATE: ?

ITEM	YES	NO
1. Is there a plan?	✓	
2. Does plan contain goals for SB?	✓	
for SDB?		✓
3. Does plan contain total dollar value for direct subcontracting?	✓	
4. Are goals calculated correctly?	✓	
5. If plan has modifications, are goals also modified?	N/A	
6. Is there proper allocation of overhead?	N/A	
7. Are goals included in plan for indirect expenditures?		✓
8. Does plan contain total dollar value for indirect expenditure?		✓
9. Are indirect goals calculated correctly?		N/A
10. Are SF 294's submitted for each 6 month period?		✓
11. Do goals reported on SF 294's match goals in plan?		✓
12. Were SF 294's completed properly?		✓
13. Does performance reported on SF 294's [illegible] goals?		✓

Mr. **Kelly**. This is schedule E of contract NAS 9-14000. Yes, sir.

Mr. **Mitchell**. Four-tenths of 1 percent.

Mr. **Kelly**. That is only one schedule of that contract, sir. The Rockwell contract, which is NAS 9-14000, has schedules A, B, C, as well as E.

Mr. **Mitchell**. We are dealing just with schedule E. In the indirect, the small and disadvantaged share was 0.5 of 1 percent; is that correct?

Mr. **Kelly**. It is correct on the sheet, sir. I don't have that kind of data with me.

Mr. **Mitchell**. Let me get to the bottom line. As I go through all of these contracts, we have some interesting comparisons. Apparently you are really making an effort on behalf of small business. If you look at 27,980, where the small business share was 27 percent, but look over to the small disadvantaged business share, that is 3 percent. If you look at 9,100, the small business share was 40 percent. The small disadvantaged share was 1 percent.

Now, on 22920, I want to ask you about that because the small business share was 51 percent, and suddenly you see an abrupt change in the pattern, where the small disadvantaged share was 13 percent. That is the highest. All the rest of them are ranking at 1 percent or less, and in 35140, the share for small disadvantaged businesses was not known.

First of all, will you tell me about this one where there is 13 percent for small disadvantaged business. Did that go to several firms?

Mr. **Kelly**. Mr. Chairman, the only contract at Johnson on that chart is the first one. I cannot answer about any of the other contracts, only NAS 9-14000.

Mr. **Mitchell**. Are you familiar with any of the others?

Mr. **Rice**. I don't have the factsheet.

Mr. **Mitchell**. Would you let him share.

Mr. **Rice**. I recognize NAS 10-9100 as a Rockwell contract.

Mr. **Mitchell**. No one is familiar with 22920?

Mr. **Rice**. No, sir.

Mr. **Neal**. The contract was issued by a different NASA center.

Mr. **Mitchell**. The point I am trying to make is that it appears as though you are consistently making an effort on behalf of small business in general, but from the reading of this data, it appears that small disadvantaged businesses are getting short shift. Four-tenths of 1 percent, 1.7 percent, 3 percent. How do you explain this enormous disparity? Either of you gentlemen.

Mr. **Rice**. I can present my opinion, and things have happened in prior years that from the Kennedy Space Center's standpoint we were not given credit for subcontracts to small businesses, and small disadvantaged businesses. We did break out certain requirements from the subcontract arena and awarded them as prime contracts.

Mr. **Mitchell**. Do you have any comment to make?

Mr. **Kelly**. Yes. Let me speak to the Rockwell NAS9-14000 now, Mr. Chairman. NAS 9-14000, Mr. Chairman, is the contract by and large, with a few extras on it, to build the shuttle orbiters. It is the production, and research and development, for the shuttle orbiter at Downey, CA. I think, and with personal experience, that the Downey program for minority business is very, very dynamic. In fact, it is the one contract where we have an incentive or award fee specifically identified for minority business subcontracting.

We require the contractor to have 6-months' goals on minority subcontracting, and try to encourage minority business subcontracting for a lot of high technology requirements. I think if the limitation is anything, it is the lack, probably, of high technology minorities to support research and development of the shuttle orbiters. Rockwell is here today. I think they may be able to speak more directly to this.

Mr. MITCHELL. We will ask them this question.

Mr. KELLY. But that is one contract who has won a large award-fee contract (NAS 9-14000) at JSC. This contract has a specific award fee provision for small disadvantaged businesses.

Mr. MITCHELL. That leads me right into my next question, which has to do with award fees. Johnson Space Center gave a contract 15999, space shuttle program, manned maneuvering unit. According to the SF 294's, when originally awarded in 1980, the contract had a value of $63 million. On the last SF 294, the contract value was $78 million.

Despite the fact that the contract had increased by $15 million, the goals to small and small disadvantaged businesses have remained exactly the same over the last four-year period. As a matter of fact, on the SF 294 dated April 1984, the company was still estimating total subcontracting levels at the 1980 level even though on the very same day, April 1984, the SF 94 showed actual subcontracting as of that date at a level of 300 higher than its estimate. How do you explain that contradiction?

Mr. KELLY. Mr. Chairman, I would prefer to look at that data and submit it to you for the record.

Mr. MITCHELL. Do you want to look at my copy?

Mr. KELLY. I can look at it, yes, sir, but I don't believe that it would help me. I think we would have to go back and look at procurement files to follow the history of MMU. I am not prepared to talk specifically about this contract, but I think we do owe you an explanation.

Mr. MITCHELL. I honestly believe that you do owe the subcommittee an explanation on this.

Mr. KELLY. Can we submit that back to you, sir?

Mr. MITCHELL. Yes, please.

Mr. KELLY. All right, we will do that.

Mr. MITCHELL. With respect to the plan itself that was submitted on that contract——

Mr. KELLY. I understand, sir.

Mr. MITCHELL [continuing]. We found it contained absolutely no goal at all for subcontracting to small and disadvantaged businesses. Isn't that a violation of Public Law 95-507?

Mr. KELLY. I would think not, sir.

Mr. MITCHELL. The law says that the contract cannot be signed off on until the prime has adduced a plan, submitted a plan for the involvement of small and disadvantaged businesses. Yet this plan had no goals whatsoever.

Mr. KELLY. OK, I will look into that.

[The following information was received for the record:]

The subcontracting plan originally approved for NAS 9-15999 for the Manned Maneuvering Unit (MMU) contained both dollar goals and percentage goals for subcontracting to small business and small disadvantaged business. The percentage goals were 30 percent of total subcontracting to small business and 2.5 percent to small disadvantaged business. (See the enclosed copy of the applicable page of the subcontracting plan.) As the estimated amount of subcontracting dollars increased as a result of subsequent contract modifications, the contractor's awards to small business and small disadvantaged business were increased commensurate with the original subcontracting plan percentage goals. We are revising the dollar goals in the subcontracting plan to correspond with the increased subcontracting opportunities.

will include the periodic filing of reports to give the status of our small and small socially and economically disadvantaged business subcontracting program for the combined NASA activities.

5. IMPLEMENTATION OF PUBLIC LAW 95-507

A significant portion of hardware procurement for this program involved the purchase of existing off the shelf hardware on a single source basis. This approach was necessary to ensure contract completion within the program schedule constraints. Since this hardware represents the major portion of the procurement dollars for the program it also significantly affects the development of our percentage goals. However, based on our review of the procurement activity, we have established the following goals for the implementation of PL95-507:

Total Estimated Procurements	$5,305,471
Estimated Awards to Small Business	$1,591,641
Estimated Awards to Small Disadvantaged Business	$ 134,391

Small Business Awards - Martin Marietta Corporation believes that a 30% award rate of total commitment is realistic, yet aggressive.

Items which can be purchased from Small Business suppliers include:

Pressure Regulators, Pressure Vessel, Quick Disconnect, locator Lights, Gauges, electronics and machining.

Small Socially and Economically Disadvantaged Business Awards

Based upon our extensive efforts to include small disadvantaged suppliers in our procurement activities we believe that a 2.5% award rate of total commitments is realistic, yet challenging for this program.

The procurements will include, raw materials, electronics, machining and industrial supplies.

Subcontracting Program Administrator - The program is administered by our Socioeconomic Program Administrator, John F. Koshak. The administrator's duties consist of the following:

1) Assist in the review of requirements for possible breakout of items suitable for acquisition from Small/Disadvantaged Businesses.

Mr. MITCHELL. Let me do another one. Johnson Space Center let a contract, and that is 16523. The value of the contract as best we can determine was $760,000. These records are public information, as you know. We reviewed the contract and found that this second contract did not contain any subcontracting goals whatsoever.

Mr. KELLY. What contract is that?

Mr. MITCHELL. That is NAS 9-16523.

Mr. KELLY. It is a letter contract?

Mr. MITCHELL. It is a contract with MIT. I hope you understand why I am disturbed, because the law is very clear on this.

Mr. KELLY. I understand that, sir.

[The following information was received for insertion into the record at this point:]

Contract NAS 9-16523 with the Massachusetts Institute of Technology (MIT) for a Spacelab experiment does have subcontracting goals. This contract incorporates MIT's Master Subcontracting Plan, approved by the Office of Naval Research, and individual contract goals as negotiated by NASA. Enclosed are copies of the subcontracting plan pages identifying these goals.

MIT

SUBCONTRACTING PLAN
FOR SMALL BUSINESS AND SMALL DISADVANTAGED BUSINESS CONCERNS

Submitted in accordance with Public Law 95-507

1. Proposal Title: CONTRACT NAS9-16523

2. Federal Agency: NASA, JOHNSON SPACE FLIGHT CENTER
(name and address) HOUSTON, TEXAS 77058

3. Contractor: Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139

4. Percentage Goals:

a. Total Estimated Cost of Proposal (indicate proposed period of performance here)		$	1,843,154 1/1/83-12/31/85
b. Subcontracts/Consultants - Proposed		$	0
(1) Small Business Concerns	____ %	$	0
(2) Small Disadvantaged Business Concerns	____ %	$	0
Comments:			
c. Equipment and Equipment Rental - Proposed		$	68,295
(1) Small Business Concerns	29 %	$	19,698
(2) Small Disadvantaged Business Concerns	0 %	$	0
Comments:			
d. Materials and Services - Proposed		$	71,400
(1) Small Business Concerns	82 %	$	58,205
(2) Small Disadvantaged Business Concerns	5 %	$	3,695
Comments:			
e. Summary (b., c. and d. above) - Proposed		$	139,695
(1) Small Business Concerns	56 %	$	77,903
(2) Small Disadvantaged Business Concerns	3 %	$	3,695

5. Mr/Ms. DANIEL CALILEO, PURCHASING AGENT, CSR, has been assigned responsibilities as Subcontracting Plan Administrator for this Subcontracting plan.

6. This individual plan incorporates the provisions of the MIT Small Business and Small Disadvantaged Business Master Subcontracting Plan, which was approved by the attached letter dated 22 October 1982 from the Office of Naval Research Resident Representative, MIT.

7. Certification

I, the undersigned, a designated official of Massachusetts Institute of Technology, do hereby assure that this Institute will include the clause required by this contract in all subcontracts which offer further subcontracting opportunities, and that as the prime contractor we will require all subcontractors (except small business concerns) who receive subcontracts in excess of $1,000,000 in the case of a subcontract for construction of any public facility, or in excess of $500,000 in the case of all other subcontracts, to adopt a plan similar to this plan.

I further assure that as the prime contractor, we will submit such perodic reports and cooperate in any studies or surveys as may be required by the Contracting Officer or the Small Business Administration in order to determine the extend of compliance with this Plan.

APPROVED

Signature

George H. Dummer, Director
Office of Sponsored Programs

Title

11/15/82

Date

Mr. MITCHELL. Yet we have at least two contracts that show no plan for the utilization, no plan for complying with the law, and apparently the contracts were approved.

Mr. KELLY. I will also give you an answer back on that one.

Mr. MITCHELL. Mr. Rice, on page 3 of your statement, you give statistics pertaining to the dollar value of subcontracting goals which are contained in the subcontracting plan, and the actual dollar value of subcontracting commitments. For small business—and this is from your testimony—in fiscal year 1981 you show an actual commitment of $10,300,000 against goals of $4,500,000. Right?

Mr. RICE. That is right.

Mr. MITCHELL. Therefore the actual commitment as a percentage of the goal is 229 percent. For small disadvantaged businesses, actual commitment of the goals is 167 percent in 1981, 200 percent in 1982, 147 percent in 1983. Now, that troubles me, because if awards are given out, you can set your goals so unrealistically low, and when they are grossly exceeded, as in these cases that I just referred to, then obviously a corporation, a company set itself up for some kind of incentive fee award, right?

Mr. RICE. Award amounts.

Mr. MITCHELL. How do you account for this?

Mr. RICE. I guess I am as disturbed as you are with those numbers when we assembled them.

Mr. MITCHELL. They low-ball. That is what they do, they come in and low-ball in terms of a goal.

Mr. RICE. We appear to be far too conservative in our negotiation of goals.

Mr. MITCHELL. That is right, and then somebody reaps the benefit from your conservativeness.

Mr. RICE. Well, it doesn't hurt their award fee any. We approve certain award fee amounts, I am sure.

Mr. MITCHELL. I am sorry, I didn't hear you.

Mr. RICE. It would likely improve their award fee.

Mr. MITCHELL. Sure it would.

Mr. RICE. But I think it is significant that the contractors didn't stop at the goals; they went on and did a good job too.

Mr. MITCHELL. Honestly, I think that is relatively insignificant in the context of what we are talking about. I am talking about low-balling a goal, set it so low that it's easily accomplishable, make yourself look real good when you come in 130 percent over the goal, and say give me some money for being good. That is a serious problem, it seems to me.

Mr. RICE. I would agree.

Mr. MITCHELL. How would you plan to correct that?

Mr. RICE. Well, we are going to have some in-house discussions with our people who negotiate these goals, and if you would like for me to report that to you as part of the record, I will be happy to, after reviewing their individual comments on individual procurements.

[The following information was received for insertion into the record at this point:]

The subject of negotiating reasonable subcontracting goals and precluding underestimates of goals has been emphasized to the Kennedy Space Center's senior management, including the Director of the Center. In addition, the Procurement Officer has discussed in detail with his Branch and Section supervisors the importance of establishing realistic goals in subcontracting plans at the start of a contract period. It was also stressed that these goals are to be modified or raised, as appropriate, when additional work is added to the contract. We believe that the increased emphasis and close monitoring by contracting officers relative to subcontracting plans will improve performance in this area.

Mr. MITCHELL. I really would. I think this is a very, very serious problem, when you have an award fee incentive attached to it.

On page 4 of your statement, you state that most plans submitted continue to require clarification and additional information, but I am not aware of any plan that was ultimately rejected. Right?

Mr. RICE. Yes.

Mr. MITCHELL. What kind of clarifications are you talking about?

Mr. RICE. Well, could I allow Mr. Perry to answer that question?

Mr. MITCHELL. Surely.

Mr. PERRY. Mr. Chairman, may I answer briefly the previous question on high percentages of subcontracting performance in comparison to goals established.

Mr. MITCHELL. Yes.

Mr. PERRY. All right. I took over this position at Kennedy approximately 2½ years ago and we noticed this situation of high percentages of commitments. One of the things, and it goes along with what you have just now asked, in making sure goal percentages are accurate, is that when we evaluate the small and small disadvantaged business subcontracting plan myself and the contracting officer—the contracting officer gets it first, forwards it to me. I do the detailed evaluation which is to look at what the prime contractors are not setting aside for subcontracting with small and small disadvantaged businesses. In other words, I look at what is proposed to large businesses.

Then, through our automatic source list, I make an effort to determine, if there are companies, small and small disadvantaged, that can do what is not being proposed to be set aside, and if we find this—and we have in the past—we go back to the prime contractor and say, "Look, here are some areas that we have people that can do this," and we give this listing to him as your staff have seen. We supply listings of small and small disadvantaged businesses to these companies.

Generally when we say a plan is inadequate, again it is not rejected at this point, rather we are negotiating it. Of the times that I have seen inadequate plans, the contractor has not given us the information requests such as listing the type of items that were going to be procured through subcontracting or the goals or in some cases, we have not accepted then plan when the goals, in particular minority—we have examples of these—when they goals come in with a half of a percent or 1 percent, I just could not believe that unless the contractor came back with additional information to support the proposed goals. We would send the plan back for these types of reason.

But those are the general reasons. It is quite frequent, to be honest with you, that these issues come up. However, before the contract is awarded, we do negotiate a good plan, and we are now seeing realistic goals within the last 2 years.

Mr. **Mitchell**. I thank you for your statement, but I am still troubled over the fact that the plans continue to require clarification of additional information, but not a single plan was ever rejected. It means you go ahead and let the contract, I assume. That is not true?

Mr. **Perry**. No, sir. What I say is that before the contract is awarded, they have negotiated an acceptable plan. In other words, the prime contractor might have to provide additional supporting information. In the case of Lockheed on the space shuttle processing contract, the plan in essence was unacceptable three times. In other words, it was rejected three times. We say, and I have lost the word, at this point, it was unacceptable. The contractor finally came in with what we asked for certain clarifications and the details that we needed, and then there was an acceptable plan at that point.

In other words, before a firm gets the contract, it must have an acceptable plan. We would not award it with an unacceptable plan. However, the proposed plan might get rejected several times. To me rejection means it is not good and that is it.

Mr. **Mitchell**. It is a temporary rejection?

Mr. **Perry**. Yes; we do not accept the plan until it is adequate, and we don't sign a contract until we have an acceptable plan.

Mr. **Mitchell**. All right, I hear you but I am still grossly disturbed over these percentages that we refer to in the factsheet. I can only draw one of two conclusions, and I am talking about the small and disadvantaged business percentages. One, that your outreach efforts are not succeeding in getting small and disadvantaged businesses into the fold, or number two, that the small and disadvantaged are considered incidental and peripheral to the whole operation.

The only other conclusion I can draw is that you would find a 0.4 of 1 percent small and disadvantaged business participation acceptable, and I would not like to believe that. You say you are going to try to do something in reviewing your operation, and you will submit that for the record?

[The following information was received for insertion into the record:]

In order to improve small and disadvantaged business participation in both prime contracts and subcontracts at the Kennedy Space Center, the Center will continue an aggressive outreach program. In addition, industry briefings and discussions with on-site contractors will particularly emphasize the importance of increasing small and disadvantaged business participation. Expanding the Section 8(a) and small disadvantaged business programs will also be the subject of a discussion at the Center's semi-annual Minority Business Meeting held with senior Center officials.

Mr. **Rice**. Yes, I will, in detail, to members of the committee.

Mr. **Perry**. Mr. Chairman, may I speak to the one point Kennedy Space Center's outreach effort. We are an active member of the Central Space Coast Minority Council. I have been nominated for president but I felt I could help the situation better by rejecting that offer. All of our major contractors—excuse me, not Martin—Lockheed, Boeing and EG&G are active members. We meet monthly, with the council looking for good qualified minorities.

We found a long time ago, since we are 45 miles from the largest city, that the good companies, whether they be minority, small or what, do not come knocking on your door. They are too busy. You have got to get out and seek them. We have had trainee sessions for minority business—I am speaking total minority now—monthly. I speak at different community sessions of the minority council. We sponsor several other minority business activities. There are only 100, according to SBA, 186 section 8(a) firms in the Southeast. We do not have minority firms located near us.

Mr. MITCHELL. You are not limited to 8(a) firms. All minority firms don't have to be 8(a).

Mr. PERRY. We understand that. One of the things we do with our source list, as I pointed out to your staff, is that we indicate on it minority firms. When we develop, a source list, we will assure that we identify minority business. If we have a construction procurement and we have 200 small business construction companies listed and may be 9 or 10 are minority businesses. Under the NASA procurement regulation, we are to rotate this list. We identify the minority businesses, and include them in every source list. This brings up their percentage of participation in the procurement process.

I have some minority firms, and this is one of the concerns we have to deal with them on. For some reason they don't think they can bid on our procurements. I know of some minority businesses that I have sent in seven different procurement packages to bid on, and they don't respond, I call them and say, "What is wrong?" I make, literally, daily visits and calls to there people.

Another consideration at Kennedy Space Center is that, all of our minority contracts are for high technology. Under the EG&G the janitorial effort went away. We had to get Bianchi out of Maryland, they colocated; Ebon out of Washington; and Omni out of Houston. We just do not have the high technology minority business locally. We tried outreach programs. I have spoken at Atlanta University twice to the Minority Council in Atlanta talking about the needs in Florida, but if I can't make them bid the contacts literally——

Mr. MITCHELL. I am certainly not depricating your efforts. I think you have apparently been very sincere, but you only go by one thing in my book. What is the bottom line? The bottom line is four-tenths of 1 percent in one phase of a contract.

Mr. BOEHLERT. Will the chairman yield?

Mr. MITCHELL. Yes.

Mr. BOEHLERT. What happens when you call? You ask what is wrong. You say you make a conscious effort to reach them, to mail to them, six or seven times. You call. You say, "What is wrong?" How do they respond to that?

Mr. PERRY. Generally it is, "I don't feel I am capable for that particular project." I have right now eight projects on my desk that I am reviewing. I have already located 8(a) firms—we are considering 8(a) firms at this particular point—but it is going to be submitted to the design engineering group for evaluation.

One of the problems, and I found this through the minority council, is, bluntly, convincing the minority businesses they are good enough to bid that type of contract, and they are. I know some excellent minority firms, but there is a problem convincing them they can deal with big government.

Mr. **Boehlert**. Do you follow through on that when they say they don't feel they are capable? Obviously you feel they are capable.

Mr. **Perry**. We have had training sessions. We have got some sessions set up next week, a minority conference in Orlando, which will discuss all aspects of Government procurement for them. All of our major contractors are participating. This is one of the things I want to emphasize, that minority firms, through the subcontracting process, are contacting my office all the time. We are participating in these conferences, minority conferences, actively, to locate these firms.

Mr. **Boehlert**. I can understand your frustration, but do you have any success stories where you have mailed repeatedly, then you have called up and said, "What is wrong" and they say, "We don't feel we are capable," then you further extend your outreach and bring them in?

Mr. **Perry**. Oh, yes. I put two companies together. I have done this twice. We have got one right now. We are putting together two minority firms to bid a procurement. We had one situation in the past where two businesses were brought together—an electrical and a machine shop. Our percentages which you referred to earlier was 2.7 percent of that 39 percent. This year we are already up to 7.7 percent in minority business participation in our new award contacting effort at KSC, so it is coming up. We are getting the companies to bid.

We had the industry briefing we spoke about. We had 20 companies representing small business; 7 of those 20 companies were minority firms. We brought them on board so that they would be exposed to the Government procurement process. We have also recognized the "Minority Company of the Year" at Kennedy Space Center along with other firms. I have the technical people now literally coming to my office saying, "Do you have any other good minority firms?" The reason for these requests is that not only will minority firms do a good job, they know they have to do better than a good job. We get some good work out of them, and that is a fact. But to locate minority businesses is a frustrating thing at Kennedy. You see these low percentages, and you can't do anything about it. The percentages are there. That is the way it comes out.

Mr. **Boehlert**. Thank you.

Mr. **Mitchell**. Are there additional questions?

Mr. **Molinari**. I have a question, Mr. Chairman. I would like to go back to a remark that you made before, referring to the proximity of businesses to Kennedy Space Center. I think you said the nearest city was 45 miles. That when you contacted them to see if they were interested in doing some work for you, the response was that they were too busy.

Now, the question I would have is, if they are in fact too busy, how do you convince them that they should be less busy in order to handle the work that you have in mind?

Mr. **Perry**. I travel, and that is one of the problems. Mr. Baulig is my direct supervisor, and he usually checks: "Is there any chance you might be in this week?" Because I am outside the gate most of the time. Orlando is our closest locale. After Apollo, we had such a layoff that small businesses just moved away. They pulled back at least to Orlando, and even while Orlando is beginning to have high technology firms, it doesn't have the high technology experience that we seek. I go to the companies. We made arrangements with this one electrical minority firm, which wanted to start doing our cable business. Well, this effort requires NASA soldering capability. A representative of the firm said, "Where do I get that?" I said, "I will arrange it." We got him into a school at Kennedy for a week, a 40-hour course on soldering. Then I checked out his facilities, told him what he needed to come up to standard, and sent him—this was the one that I sent seven different procurement packages to bid on.

The firm wouldn't bid. I said, "What is wrong?" He said, "Well, I got busy with Disney and some of the others." In other words, after we assisted the firm, it contracted with someone else. That is great if we can keep a firm in business, and it is there when we need it.

I talked with one other firm, and it was under the impression that it knew, all about big business. We are dealing with the Government. They are afraid, bluntly, to participate.

Now, the firms doing business with us understand the Government procurement process and they are doing quite well. The Bianchi contract's first order was $300,000; the next was approximately $190,000. We have worked together. We don't just award the contracts and let them go. We have had technical people and financial people from our staff in the plant that stay in the plant several days. I spent 4 days right after Christmas in one of the plants, because it is important to develop a good company.

Mr. MOLINARI. If I could interrupt the gentleman, maybe I can head this thing into a more confined area. It was intriguing to me that if a businessman is too busy, and that seems to be the complaint that you alluded to originally, when you got to speak to them, are you suggesting to them that in fact if they conducted business with you, they would find it more profitable than the other ventures that they might be involved in?

Mr. PERRY. We talk. The industry briefing that we just put on——

Mr. MOLINARI. I am not interested in all that. I am just trying to determine something very simple.

Mr. PERRY. That is it. We show the firm what is coming up, and the dollars involved, and what is going to be involved to deliver that particular procurement. In other words, I am out selling to firms to do business with us.

Mr. MOLINARI. I understand. What you in effect are saying, if I understand you correctly, is that you are proving before the fact that it is going to be more profitable for them to deal with you than some of the business that they would be handling on the outside?

Mr. PERRY. I would hope so. I mean for a mutual——

Mr. MOLINARI. I am not so sure I would hope so.

Mr. PERRY. Profitable? I know what you are saying. To deal with us profitably is not always dollars. I have seen companies get one NASA contract, and just by doing business with NASA at hardly any profit, their business booms. They get a lot of business, so that is profitable. They get the employees. People would rather work on a NASA project, get a certain pay—and I know this for a fact—than work on some other projects. There is a little pride. It is profitable for a firm to get a NASA contract, but not in bucks in the bank always.

Mr. **Molinari**. Thank you.

Mr. **Mitchell**. Are there other questions?

I just want to maybe treat a word that you used a little differently. You say they are afraid to bid. It may well be that that is true. On the other hand, you mentioned Bianchi, a company that I know, that knocked on the doors for many years before they got anything, and it may well be that the rebuffs they have encountered have caused them to be hesitant about entering into any kind of contract.

I have a number of questions. Obviously I am not going to take up all of your time. I am going to submit these questions to both of you gentlemen and ask for replies, but specifically I want you to supply for the record the dollar value of the award fees paid over the last 3-year period to large business concerns, due to their performance in the area of subcontracting to small businesses and small disadvantaged business. You know why I want that. The good Lord tells me that somebody is putting figures so low, the goals are just so low that almost inevitably a firm is going to be able to get an award fee. So would you give me that information, and I will submit all the other questions to you.

Mr. **Rice**. Thank you.

[The following information was received for insertion into the record:]

The only contract at the Johnson Space Center with award fee dollars specifically identified for performance in the area of subcontracting is the Rockwell International contract NAS 9-14000, Schedule B, for Space Shuttle production. Over the last three-year period, the contractor has received $230,000 in award fee for their small disadvantaged business subcontracting performance. For award fee evaluation purposes, small disadvantaged business subcontracting dollar goals are negotiated for each six-month evaluation period. The amount of award fee received is based on performance against these six-month goals. During the six periods evaluating this area of performance, the contractor has exceeded the small disadvantaged business subcontracting goal of $13.6 million by $2.2 million.

The Kennedy Space Center has made a detailed review of all award fee evaluations conducted over the past three years. During this review, no instances were found where the small business and small disadvantaged business subcontracting goals were knowingly understated and thereby resulted in an excessive award fee to the contractor. The Center's award fee evaluation process provides only for an overall judgmental evaluation of areas of contractor performance, including subcontracting performance. This process does not associate award fee dollars with a particular area of performance. Accordingly, we do not discretely identify the dollar value of award fees paid due to performance for subcontracting to small and small disadvantaged businesses.

Mr. **Mitchell**. How quickly might I get that?

Mr. **Kelly**. Let me make one statement about plans. I think I made it when I talked about the Rockwell plant. We do not in our award fee with Rockwell determine the award fee based on the plan they submitted or their progress on that plan. We make them put in a new goal each 6 months for award-fee purposes. This is probably why they are falling short of their plan's goals a little bit, because the plan is over a span of years and is only measured at the end.

If a plan is for 5 years, I am measuring every 6 months. I don't have a time phase plan, Mr. Chairman, in the contract so I have to have time-phase information to measure the contractor by for award-fee purposes. We will provide that data for you for the record.

Mr. MITCHELL. I would be most interested in that, and I am glad you brought that up, because again I refer to the contract that I alluded to earlier, where it was increased by $15 million, from some $68 million to some $70 million.

Mr. KELLY. I understand that. I am just not that familiar——

Mr. MITCHELL. They still got the same, after 4 years they still had the same goals for small businesses and small disadvantaged businesses, and that sort of puts a different color—and I am not using a pun here—on your statement.

Mr. KELLY. I am not familiar with the Martin contract but I am a lot more familiar with the Rockwell contract. I just wanted to clarify the record. We do not award award fees at Johnson based on a plan submitted that covers a 5-year period when I am measuring them for 6 months. We make a new goal in that 6-month period of time.

Mr. MITCHELL. Gentlemen, thank you very much for being with us. As promptly as you can, will you reply to those questions we will submit to you.

Mr. KELLY. Where do we get the questions, sir?

Mr. MITCHELL. The staff will provide you with the questions.

Mr. KELLY. All right.

[Additional questions and responses from Mr. Kelly follow:]

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of C:LVN:mdd:C-13778f

AUG 21 1984

Ms. Sarah Etheredge
Staff Assistant
Subcommittee on SBA Authority,
  Minority Enterprise, and
  General Small Business
House of Representatives
Washington, DC 20515

Dear Ms. Etheredge:

Enclosed are the responses to the written questions which were sent to Mr. Kelly as a result of the June 21, 1984, hearing.

These responses complete the material requested during that hearing.

Sincerely,

Lynne Murphy

Lynne Murphy
Director, Legislative Planning,
 Program, Research Division

Enclosure

Questions Submitted by Chairman Mitchell to Mr. Kelly on June 21, 1984

QUESTION 1:

The Johnson Space Center awarded contract NAS9-15999 to Martin Marietta Corporation for the "Space Shuttle Program Manned Maneuvering Unit." According to the SF 294's, when originally awarded in 1980 the contract had a value of $63 million -- on the last SF 294 the contract value was reported as $78 million. Despite the fact that the contract value has increased by $15 million, the goals to small and small disadvantaged business that are recited on the SF 294's have remained exactly the same over this 4 year period. In fact, on the SF 294, dated April 1984, Martin Marietta still shows estimated total subcontracting at the same level first reported in 1980 even though on the very same April 1984 SF 294 it shows actual subcontracting as of that date at a level 300% higher than its estimate.

Did your staff catch this obvious contradiction?

With respect to the plan itself, we have found that it contains absolutely no goals at all for subcontracting to small and small disadvantaged business. How do you explain this apparent violation of law?

ANSWER 1:

The subcontracting plan originally approved for NAS9-15999 for the Manned Maneuvering Unit (MMU) contained both dollar goals and percentage goals for subcontracting to small business and small disadvantaged business. The percentage goals were 30% of total subcontracting to small business and 2.5% to small disadvantaged business. (See the enclosed copy of the applicable page of the subcontracting plan). As the estimated amount of subcontracting dollars increased as a result of subsequent contract modifications, the contractor's awards to small business and small disadvantaged business were increased commensurate with the original subcontracting plan percentage goals. My staff recognized that the actual subcontracting dollars exceeded the subcontracting plan's estimates. We are revising the dollar goals in the subcontracting plan to correspond with the increased subcontracting opportunities.

QUESTION 2:

The Johnson Space Center also let contract NAS9-16523 to MIT. As best we can determine the contract has a value of over $760,000. However, we have reviewed the plan under this contract and find that it does not contain any subcontracting goals. Can you explain this apparent violation?

ANSWER 2:

Contract NAS9-16523 with the Massachusetts Institute of Technology (MIT) for a Spacelab experiment does have subcontracting goals. This contract incorporates MIT's Master Subcontracting Plan, approved by the Office of Naval Research, and individual contract goals as negotiated by NASA. Enclosed are copies of the subcontracting plan pages identifying these goals.

will include the periodic filing of reports to give the status of our small and small socially and economically disadvantaged business subcontracting program for the combined NASA activities.

IMPLEMENTATION OF PUBLIC LAW 95-507

A significant portion of hardware procurement for this program involved the purchase of existing off the shelf hardware on a single source basis. This approach was necessary to ensure contract completion within the program schedule constraints. Since this hardware represents the major portion of the procurement dollars for the program it also significantly affects the development of our percentage goals. However, based on our review of the procurement activity, we have established the following goals for the implementation of PL95-507:

Total Estimated Procurements	$5,305,471
Estimated Awards to Small Business	$1,591,641
Estimated Awards to Small Disadvantaged Business	$ 134,891

Small Business Awards - Martin Marietta Corporation believes that a 30% award rate of total commitment is realistic, yet aggressive.

Items which can be purchased from Small Business suppliers include:

Pressure Regulators, Pressure Vessel, Quick Disconnect, locator Lights, Gauges, electronics and machining.

Small Socially and Economically Disadvantaged Business Awards

Based upon our extensive efforts to include small disadvantaged suppliers in our procurement activities we believe that a 2.5% award rate of total commitments is realistic, yet challenging for this program.

The procurements will include, raw materials, electronics, machining and industrial supplies.

Subcontracting Program Administrator - The program is administered by our Socioeconomic Program Administrator, John F. Koshak. The administrator's duties consist of the following:

1) Assist in the review of requirements for possible breakout of items suitable for acquisition from Small/Disadvantaged Businesses.

5. Mr/Ms. DANIEL CALILEO, PURCHASING AGENT, CSR, has been assigned responsibilities as Subcontracting Plan Administrator for this Subcontracting plan.

6. This individual plan incorporates the provisions of the MIT Small Business and Small Disadvantaged Business Master Subcontracting Plan, which was approved by the attached letter dated 22 October 1982 from the Office of Naval Research Resident Representative, MIT.

7. Certification

I, the undersigned, a designated official of Massachusetts Institute of Technology, do hereby assure that this Institute will include the clause required by this contract in all subcontracts which offer further subcontracting opportunities, and that as the prime contractor we will require all subcontractors (except small business concerns) who receive subcontracts in excess of $1,000,000 in the case of a subcontract for construction of any public facility, or in excess of $500,000 in the case of all other subcontracts, to adopt a plan similar to this plan.

I further assure that as the prime contractor, we will submit such perodic reports and cooperate in any studies or surveys as may be required by the Contracting Officer or the Small Business Administration in order to determine the extend of compliance with this Plan.

APPROVED

Signature

George H. Dummer, Director
Office of Sponsored Programs

Title

11/15/82

Date

MIT

SUBCONTRACTING PLAN FOR SMALL BUSINESS AND SMALL DISADVANTAGED BUSINESS CONCERNS

Submitted in accordance with Public Law 95-507

1. Proposal Title: CONTRACT NAS9-16523

2. Federal Agency: NASA, JOHNSON SPACE FLIGHT CENTER
(name and address) HOUSTON, TEXAS 77058

3. Contractor:
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139

4. Percentage Goals:

a. Total Estimated Cost of Proposal (indicate proposed period of performance here)		$ 1,843,154 1/1/83-12/31/85
b. Subcontracts/Consultants - Proposed		$ 0
(1) Small Business Concerns	%	$ 0
(2) Small Disadvantaged Business Concerns	%	$ 0
Comments:		
c. Equipment and Equipment Rental - Proposed		$ 68,295
(1) Small Business Concerns	29 %	$ 19,698
(2) Small Disadvantaged Business Concerns	0 %	$ 0
Comments:		
d. Materials and Services - Proposed		$ 71,400
(1) Small Business Concerns	82 %	$ 58,205
(2) Small Disadvantaged Business Concerns	5 %	$ 3,695
Comments:		
e. Summary (b., c. and d. above) - Proposed		$ 139,695
(1) Small Business Concerns	56 %	$ 77,903
(2) Small Disadvantaged Business Concerns	3 %	$ 3,695

QUESTION 3:

On pages 1 and 2 of your statement, you say that during the past 3 fiscal years "JSC's obligations to small business has increased 42% and to small disadvantaged business, it is increased 65%." The table on page 2 shows prime contract awards to small business of $40.7 million during FY 81. During FY 82 such awards increased to $49.5 million and during FY 83 to $57 million. As a share of the prime contract dollar these small business awards totalled only 2.6% of all prime contract dollars let in FY 81, 3% for FY 82, and 3.4% for FY 83. During the same period the share to minority business ranged from a low of .6% in FY 81 to 1% for each of FY 82 and FY 83. If we assume as valid the proposition that $1.5 billion of the $1.6 billion is not capable of being performed by small business, are you satisfied that small and small disadvantaged business are receiving only $57 million of the over $100 million that you say they can perform?

ANSWER 3:

The Johnson Space Center feels that small and small disadvantaged business obligations in the amount of $57.1 million during fiscal year 1983 represent a significant improvement in this area. This is the highest amount obligated to small and small disadvantaged business in one fiscal year at the center. It should also be noted that for awards over $25,000, small and small disadvantaged business received 50.8 percent of the dollars for which it had submitted proposals. This percentage is a substantial increase in participation from the mid-30 percent throughout the 1970's and the over 40 percent for the first time in fiscal year 1981. A significant factor contributing to this increase is the center's 65 percent increase in obligations to small disadvantaged business over the past three fiscal years.

QUESTION 4:

On pages 7, 8, and 9 of your statement, you list subcontracting data covering FYs 81, 82 and 83. During FY 81, small business goals were 17% of total subcontracting dollars; in 1982 the comparable percent was 42.1% and in 1983, 33.7%. Small disadvantaged business goals during the same period were 1.7% in FY 81, 9.1% in FY 82, and only 2.2% in FY 83. To what do you attribute the wide divergence in goals over this 3 year period?

ANSWER 4:

There are many factors which could contribute to the wide divergence in goals over the three-year period. The most significant of these factors are the varying nature of the procurements at the center, the make-or-buy decisions of the prime contractors, the availability of small business sources, the availability of small disadvantaged business sources, and the price of products and services. This level of divergence in goals would not be unexpected in our research and development environment.

QUESTION 5:

On page 4 of your statement, you state "At JSC, we have not received any subcontracting plan that we considered as totally unacceptable.

There have been, however, areas in some of these plans where changes were required during negotiations." Describe some of the changes that are most often required.

ANSWER 5:

There have been a variety of changes made to subcontracting plans during negotiations. Changes have been negotiated in the general wording of the plans, the amount of subcontracting, the amount of small business subcontracting, the amount of small disadvantaged business subcontracting, and the types of items to be subcontracted. The objective during these negotiations is to achieve a reasonable plan for the particular contract.

QUESTION 6:

Under law, NASA, as well as every other Federal agency, must negotiate annual subcontracting goals with the Small Business Administration. On page 3 of your statement, you state "NASA only establishes an overall Agency goal. There are no center-level goals set for subcontracting to small and small disadvantaged businesses." Don't you think that an annual goal would help you manage the problem more effectively. Do you think a national goal has any significance if it is not transmitted down to every major buying activity?

ANSWER 6:

A national goal can have significance and can be an asset in managing a program without the goal being subdivided, with parts of the goal assigned to each organizational element. The Johnson Space Center's Small and Small Disadvantaged Business Specialist and the Procurement Officer are very aware of NASA's small business subcontracting goals. Their day-to-day actions in administering this program take these goals into consideration. Having goals assigned to the center would only create an additional administrative burden of reporting status against the goals and imposing additional paperwork burden on the private sector.

QUESTION 7:

Please tell the Subcommittee, or supply for the record if you don't have these numbers with you, the dollar value of award fees paid over the last 3 year period to large business concerns due to their performance in the area of subcontracting to small and small disadvantaged business.

ANSWER 7:

The only contract at the Johnson Space Center with award fee dollars specifically identified for performance in the area of subcontracting is the Rockwell International contract NAS9-14000, Schedule B, for Space Shuttle production. Over the last three-year period, the contractor has received $230,000 in award fee for their small disadvantaged business subcontracting performance. For award fee evaluation purposes, small disadvantaged business subcontracting dollar goals are negotiated for each six-month evaluation period. The amount of award fee received is based on performance against these six-month goals. During the six periods evaluating this area of performance, the contractor has exceeded the small disadvantaged business subcontracting goal of $13.6 million by $2.2 million.

QUESTION 8:

Do you believe contracts subject to section 211 of P.L. 95-507 should contain a liquidated damages clause to be exercised in the event that the prime contractor fails to meet its subcontracting goals?

ANSWER 8:

We do not believe that contracts subject to section 211 of Public Law 95-507 should contain a liquidated damages clause to be exercised in the event that the prime contractor fails to meet its subcontracting goals. We believe that this approach would result in lower subcontracting goals being proposed rather than the challenging goals that the Subcommittee desires. Contractors would attempt to negotiate goals that they know they can exceed to avoid paying liquidated damages. We also have a concern that the application of the liquidated damages concept to subcontracting performance could be construed as a penalty and therefore be unenforceable.

QUESTION 9:

How do you evaluate the performance of your contracting officers with respect to the implementation of the subcontracting program? Is this a critical performance standard for these individuals?

ANSWER 9:

Our contracting officers are evaluated on a subjective basis on the small and small disadvantaged business subcontracting program. However, this program is only one of literally hundreds of laws and only one of over 50 socioeconomic programs that a contracting officer must be responsible for implementing. We do not think that this area should be a critical element of evaluation because of the number and variety of items that should be considered in an evaluation and the difficulty in determining whether the program was successfully implemented in a given instance or who was responsible for the implementation.

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of: C:LVN:djm

AUG 15 1984

Ms. Sarah Etheredge
Staff Assistant
Subcommittee on SBA Authority,
  Minority Enterprise, and
  General Small Business Problems
Committee on Small Business
House of Representatives
Washington, DC 20515

Dear Ms. Etheredge:

Enclosed are responses to the written questions which were sent to Mr. Rice as a result of the June 21, 1984, hearing.

The responses to the questions which were sent to Mr. Kelly are outstanding at this time.

Sincerely,

Lynne Murphy

Lynne Murphy
Director, Legislative Planning,
  Programs and Research Division

Enclosure

Questions Submitted by Chairman Mitchell to Mr. Rice on June 21, 1984

QUESTION 1:

On page 1 of your statement, you show prime contract awards to small business of $68 million in FY 81, $70 million in FY 82, and $68 million in FY 83. As a percent of total contracts small business is receiving a decreasing share of total awards. As a percent of total awards small business received only 14% in FY 81, 13% in FY 82, and 10% in FY 83. Awards to small disadvantaged business are even more distressing. Small disadvantaged business received 1.4% of the dollar value of contracts in FY 81, 1.4% in FY 82, and a mere .7% in FY 83. How do you account for this rather percepitious decline in the share of prime contract dollars going to small and small disadvantaged business?

ANSWER 1:

The lower percentage of small business awards (10%) in comparison to large business awards as well as the lower percentage of disadvantaged business procurements (.7%) recently experienced at the Kennedy Space Center is attributed to the award, in fiscal year 1983, of our Base Operations Contract which consolidated various support service functions at the Center. Many of these procurements had earlier been awarded directly to small business and small disadvantaged business firms as prime contracts. During fiscal year 1983, the Base Operations Contract awarded in subcontracts $19.3 million to small business firms and $6 million to small disadvantaged business firms. These new subcontracts, when combined with prime contract awards, have resulted in an overall percentage increase in the total amount of business being awarded to small and small disadvantaged businesses.

QUESTION 2:

On page 3 of your statement you give statistics pertaining to the dollar value of subcontracting goals which are contained in the subcontracting plan and the actual dollar value of subcontracting commitments against those goals. For small business during FY 81 you show actual commitments of $10,300,000 against goals of $4,500,000. Therefore the actual commitment as a percent of this goal is 229%. During FY 82 small business commitments as a percent of goals was 152% and in FY 83 the comparable percentage was 165%. For small disadvantaged business, actual commitments as a percent of goals is 167% in FY 81, 200% in FY 82 and 147% in FY 83. Do these statistics indicate to you that goals are being set at far too low a level and since you are paying an award fee based, in part, upon subcontract performance, is there not the possibility that the government is paying more than it should?

ANSWER 2:

In response to your concerns over possible underestimated subcontracting goals, we have conducted a comprehensive review of contracts during fiscal years 1981-83. We identified no situations in which goals were knowingly understated. During our review, we did not find any instances where subcontracting performance exceeding goals resulted in any excessive fee on the contracts. In particular, with respect to contracts with award fee provisions, the center's award fee evaluation process provides only for an overall judgmental evaluation of areas of contractor performance, including subcontracting performance. This process does not associate award fee dollars with a particular area of contractor performance.

QUESTION 3:

On page 4 of your statement you state "Most plans submitted continue to require clarification and additional information, but I am not aware of a plan that was ultimately rejected." Please give us examples of the types of clarifications and additional information that most plans continue to require.

ANSWER 3:

In most cases where additional information on subcontracting plans is needed, offerors have not included the type of items contemplated for subcontracting, or goals were not proposed. In other situations, plans did not contain appropriate goals. Revisions to plans, where appropriate, are negotiated with the offeror, as are other provisions of our negotiated contracts, in order to ensure that reasonable plans are included in the awarded instrument.

QUESTION 4:

It is my understanding that you have a person within your employ who has the title of Industrial Assistance Officer and that this individual is generally responsible for overseeing the implementation of the subcontracting program. Who does this person report to? How often do you meet with him to discuss small and small disadvantaged business programs?

ANSWER 4:

The Industry Assistance Officer reports to the Procurement officer at the Kennedy Space Center. However, Contracting Officers, not the Industry Assistance Officer, are responsible for overseeing the implementation of the Small and Small Disadvantaged Business Program during contract performance for contracts assigned to them. The Industry Assistance Officer meets and coordinates with Contracting Officers and the Procurement Officer as an ongoing process in order to assess subcontracting performance. Mr. Rice would meet with this individual as small and small disadvantaged business program issues develop that warrant his attention.

QUESTION 5:

Under law, NASA as well as every other Federal agency, must negotiate annual subcontracting goals with the Small Business Administration. On page 2 of your statement you state "Although there is an overall subcontracting goal for NASA, it is not allocated to each NASA Center." Don't you think that an annual goal would help you to manage the program more effectively? Do you think a national goal has any significance if it is not transmitted down to every major buying activity?

ANSWER 5:

The Kennedy Space Center carefully analyzes individual procurements for small and small disadvantaged subcontracting opportunities. Our negotiated subcontracting goals for individual contracts vary as they reflect the particular requirement and acquisition approach for these individual procurement situations. In addition, the center establishes subcontracting goals for each contract for the overall period of performance and not on an annual basis, with the actual subcontracting at any given time a function of the particular product or service being procured. This makes it difficult from a management perspective to relate an annual center subcontracting goal to individual contract performance. In view of these considerations, we do not believe that an annual subcontracting goal for the center would significantly assist in the management of the program. With respect to the second part of this question, NASA Headquarters does advise the center each year of the agency's subcontracting goal, and we believe that this provides sufficiently broad guidance for us to manage the program and emphasize the importance of subcontracting performance.

QUESTION 6:

Please tell the Subcommittee, or supply for the record if you don't have these numbers with you, the dollar value of award fees paid over the last 3 year period to large business concerns due to their performance in the area of subcontracting to small and small disadvantaged business.

ANSWER 6:

As indicated in our response to question 2 above, award fees are not specifically associated at the center with particular areas of contractor performance. Subcontracting programs are measured as part of the contractor's overall performance, which also includes technical, quality, and timely achievements of overall contract requirements. Accordingly, we do not discretely identify the award fees paid to large business concerns due to their performance in the area of subcontracting to small and small disadvantaged business.

QUESTION 7:

Do you believe contracts subject to section 211 of P.L. 95-507 should contain a liquidated damages clause to be exercised in the event that the prime contractor fails to meet his subcontracting goals?

ANSWER 7:

We do not believe that contracts subject to Section 211 of Public Law 95-507 should contain a liquidated damages clause to be exercised when subcontract goals are not met. We consider that liquidated damages provisions could result in overall increases in contract costs without obtaining a concomitant improvement in subcontracting performance. In addition, we are concerned that this type of provision would discourage contractors from negotiating challenging subcontracting goals, since a failure to meet goals, even with best efforts performance, would necessarily trigger enforcement of the liquidated damages provisions. In our view, this approach would be counterproductive to the Subcommittee's objective of encouraging subcontracting.

QUESTION 8:

How do you evaluate the performance of your contracting officers with respect to the implementation of the subcontracting program? Is this a critical performance standard for these individuals?

ANSWER 8:

Contracting Officers are evaluated in their annual performance appraisals on implementation of small and small disadvantaged business programs, including the use of set-asides in new procurements and small and small disadvantaged business subcontracting. We do not believe that implementation of the subcontracting program should be identified as a "critical" performance element. In our view, the extent of other contracting officer responsibilities which must also be evaluated and the difficulty in holding an individual accountable for performance not entirely within his/her control do not make it feasible to have subcontracting program implementation a critical performance standard.

QUESTION 9:

In 1980, JFK Space Center let contract #NAS10-9100 to Rockwell International. The present value of this contract is $580,524,000 and pertains to the Launch Operations and Landing Site for the Shuttle. Even though this contract is four years old we have not received one SF 294 pertaining to this award. Is this because your personnel did not receive the 294's from Rockwell or because NASA was negligent in responding to my request for all the 294's for each plan submitted to the Committee?

ANSWER 9:

Contract NAS10-9100 was awarded to Rockwell International Corporation on April 7, 1977, which was prior to enactment of Public Law 95-507. The contractor did not submit Standard Form 294's during fiscal years 1981-83; rather, the Contracting Officer received monthly procurement activity reports which included more detail than would be required on the semiannual Form 294.

Mr. MITCHELL. Our next group consists of Robert F. Trimble, vice president of contracts, Martin Marietta Aerospace, and Robert C. Petersen, corporate director, subcontract and procurement management, Rockwell International Corp. Thank you. It is always so difficult to ask people to take time from their work schedules to be here, but I know of no other way to get information except taking testimony from the subcommittee. I would indicate to both of you that we have full copies of your testimony, and I want to commend you on your testimony. It is very complete in both instances. If you so desire, you can simply deal with the high points of your testimony. The entire testimony will be submitted for the record.

TESTIMONY OF ROBERT F. TRIMBLE, VICE PRESIDENT OF CONTRACTS, MARTIN MARIETTA AEROSPACE, ACCOMPANIED BY HARRY NESTERUK, DIRECTOR OF CONTRACTS, AND HERBERT WATKINS, MANAGER, BUSINESS UTILIZATION AND SUPPORT SERVICES, DENVER AEROSPACE

Mr. TRIMBLE. Mr. Chairman and committee members, I am Robert Trimble, of Martin Marietta Aerospace. I have with me on my right Herbert Watkins, manager of business utilization and support services in our Denver Aerospace organization. On my left is Harry Nesteruk, director of contracts on my staff in Bethesda, MD. It is a privilege for us to meet with you today and talk to you about our small business and small disadvantaged business utilization program.

Mr. MITCHELL. May I interrupt you for just a moment. I don't know whether you have seen the press copies, the print media regarding my statements about a subsidiary of Martin Marietta. It is a very wise financial investment into a minority-owned company. I think that was a significant precedent-setting move for a subsidiary of your company to actually purchase stock in a good, strong minority business, and I want to commend everyone for that.

Mr. TRIMBLE. Thank you, Mr. Mitchell. We appreciate your bringing this to the attention of the audience here today. It is a significant achievement. We are very proud of you for your very kind remarks involving Martin Marietta corporate involvement in this particular involvement.

As you have already given me permission, we have a very detailed statement which is responsive to the questions in your letter, and that I understand will be entered into the record. With your permission I do have an abbreviated statement which I would like to go through very quickly here.

Mr. MITCHELL. Please.

Mr. TRIMBLE. We believe we have one of industry's truly outstanding small business and small disadvantaged business programs. The success of our efforts has become well known. Indeed, other aerospace companies have requested permission to use our Denver subcontracting program as a model for their own use. Our program in Denver has been the recipient of several highly competitive awards presented to winning prime contractors by Government agencies or minority organizations. These include: Air Force System Command Exception Program Award (1978); Air Force Contract Management Division—Outstanding Achievement—National

Award (1980); Air Force Contract Management Division High Technology and High Dollar Value Award—National Award (1981); Defense Logistics Agency's Outstanding Small Disadvantaged Program—National Award (1982); American Association of MESBIC's Private Sector Support—National Award (1982); Air Force Contract Management Division High Technology and High Dollar Value Award—National Award (1982), and Outstanding Minority Booth Display—National Award—National Minority Supplier Development Council Inc. Trade Fair (October 1983).

We are the only company to have won the Air Force Contract Management Division High Technology and High Dollar Value Award 2 years in succession. This is clearly a record of accomplishment as we are rated against all other aerospace companies under the jurisdiction of AFCMD in Aubuquerque, NM.

In addition, SBA reviews of our subcontracting plans have resulted in ratings indicating total compliance, and their reviews of our total program have given us ratings of excellent. In fact, the most recent Air Force review resulted in a numeric score for our Denver operation which was one of the highest ever given to an aerospace company.

I believe that it would be of interest to you for me to provide for you in summary form what we believe are the essential elements of a successful program.

Martin Marietta Aerospace subscribes to and supports, as one of its basic operational objectives, conduct as a good corporate citizen. One of its commitments is to deal with and meet the intent of Public Law 95-507. Our commitment starts at the highest level in the company and extends through our management structure to our operating levels.

The responsibility for the implementation of our business utilization program has been assigned to the director of materiel at the operating locations. In Denver, the director is assisted in his function by an experienced full-time aerospace manager of business utilization and support services who is responsible for overall management of the program and is available to give on-the-spot guidance and assistance on small and small disadvantaged business subcontracting.

Employee training is essential to a successful program. We provide three types: New buyer orientation; Government regulations and public law requirements, and individual subcontracting plan compliance.

Annual performance goals or objectives are established within our operating units. In turn, goals are assigned to our Denver procurement personnel and are used to evaluate their overall performance. We have a special performance award program in Denver to provide special recognition and monetary awards for employees who have demonstrated special interest and good performance in this area.

We actively seek sources of supply from small and small disadvantaged firms. Our source list in Denver exceeds 4,500 such firms. Additions to the list come from our participation in business opportunity and trade fairs, close rapport with, and assistance through, counseling for small firms, frequent referral to commercial and

Government source listings, and responses to small firms who are actively pursuing business opportunities.

We try to go beyond the more narrowly defined efforts to improve our own sources of supply by providing more generalized communitywide assistance for small firms. In Denver, we helped form and now support an Executive Task Force Committee for Minority Economic Development, now known as Minority Enterprise, Inc. We provide counseling services and assistance for minority firms regardless of their business affiliation with Martin Marietta.

The small and small disadvantaged business program is an important part of the Federal acquisition process. It is important that the legislative and executive branches of the Government along with private sector firms involved in selling to the Government work cooperatively to insure that business firms within the small and disadvantaged category are given the best possible opportunity to compete for contracts and subcontracts which support Federal requirements.

There are several additional facts beyond the information already provided that I wish to bring to your attention. First, the statistics compiled to show participation in this program do not portray actual opportunities that small firms have. We consistently solicit small business participation under competitive bidding procedures where the contracts are awarded not to small and disadvantaged firms but to large firms. We would like to think that some small firms would be more competitive than they are particularly with the technical, managerial, and financial assistance that we are willing to provide to these firms.

Second, there are other governmental programs, objectives, and procedures that deter small firms from seeking or obtaining Government subcontracts. Among them are the complexity of rules and regulations of our contracts, requirements to obtain maximum competition, and increased emphasis on performance warranties and data rights. These all tend to deter the small firms from bidding with us.

Third, we have a continual movement of firms from small business to large business categories which actually detract from the statistics that we have. Although many impediments exist, we at Martin Marietta are pleased to be able to participate in an active way in this very important and valuable Government program.

[Mr. Trimble's prepared statement with attachments follows:]

PREPARED STATEMENT OF ROBERT F. TRIMBLE, VICE PRESIDENT OF CONTRACTS, MARTIN MARIETTA AEROSPACE

We welcome this opportunity to present to the Committee information and views relating to Martin Marietta Aerospace's implementation of its subcontracting program as established under Public Law 95-507. I am Vice President of Contracts for Martin Marietta Aerospace and am located in the Corporate Headquarters in Bethesda, Maryland. I am responsible for both the contracts and materiel functions, the organizations responsible for the preparation, negotiation and administration of our subcontracting plans required by P.L. 95-507. With me today is Harry Nesteruk, Director of Contracts, of my staff, and Herbert Watkins, Manager, Socioeconomic Programs, of our Denver Aerospace organization.

In preparation for this testimony, and in coordination with Ms. Etheredge of your office, we compiled data that represents our entire Aerospace operation, which includes the Denver, Colorado; Orlando, Florida; and Baltimore, Maryland; operating units, for calendar years 1981, 1982, and 1983. Our statistical data reflects the summary of all of our subcontracting activity during these years as you requested in your May 4 letter. While you also asked for all of our Federal prime contracts received in those years, it is necessary to make two clarifications of that data:

1. There is always a lag and an extended period from the award of a prime contract until subcontracts are placed to fulfill prime contract requirements. The subcontract data does not relate completely, therefore, to the same year's prime contract awards.

2. The amount stated as Federal prime contracts is but part of our total awards/orders in any period. Awards for interdivisional and international work, and for amounts received as a subcontractor, etc. have been omitted in order to respond to your specific question.

As you will see from our performance data, our training programs and our outreach activities, we believe we have one of industry's truly outstanding Small Business/Small Disadvantaged Business Programs. The success of our efforts have become well known. Indeed, other Aerospace companies have requested permission to use our subcontracting program as a model for their own use.

Our operating units actively seek new potential subcontractor sources and remain committed to the continued success of our Business Utilization Program.

The following data is provided in the sequence identified in your letter.

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SECTION I

DESCRIPTION OF THE COMPANY'S SUBCONTRACTING PROGRAM

SUBCONTRACTING PROGRAM

MANAGEMENT COMMITMENT

Martin Marietta Aerospace subscribes to and supports, as one of its basic operational objectives, conduct as a good Corporate citizen. One of its commitments is to deal with and meet the intent of Public Law 95-507. This commitment is expressed as an Aerospace Headquarters Policy Statement and, in turn, in Divisional Policy and Procedures. The Directors of Materiel of each of our three Operating Units are chartered to assure that our supplier selection systems fully support the Small Business and other socioeconomic programs required by law and the regulations of the various agencies of the U.S Government.

As will be seen from the enclosed statistics, Martin Marietta Aerospace received prime contract awards, of approximately $7.8B during the years 1981-1983. Of this amount, approximately $5B, or nearly 65 percent, was in our Denver facility. It is for this reason that we have chosen to highlight the subcontracting effort of this facility, with additional comments about Orlando and Baltimore as may be appropriate due to their respective differences.

Denver Aerospace

Consistent with Corporate Policy, Martin Marietta Denver Aerospace is committed to the vital National goals of maintaining a viable business base through subcontract awards to small and small disadvantaged businesses. To achieve these goals, Martin Marietta has developed a business utilization procurement program which provides maximum practicable opportunities for Small and Small Disadvantaged Business concerns to participate in our subcontracting activities.

The Business Utilitization Program was instituted in 1961, and over the years, has become increasingly effective. The Denver Aerospace Materiel Department is responsible for this program's administration. The resultant policies are communicated to employees by all levels of supervision, and the policy document is routed and available for review in appropriate work areas. These policies and procedures direct the placement of a fair proportion of total procurements for materials, supplies, and services with these businesses by requiring:

o Bid list for procurement in excess of $25,000 to be approved by the Business Utilization Administrators.

o The development of a Source Manual, which endeavors to identify Small and Small Disadvantaged, concerns for each commodity, as regular bidders for procurements of less than $25,000.

o Direct Business Utilization Program personnel involvement early during proposal and requirements generation phases.

o Subcontracting plan development and submittal.

- Maintenance of records by prime contract when a subcontracting plan is required.

- Records to account for overall program performance.

- Establishment of reporting requirements which ensures the submission of timely reports to management and customers.

- Direct flow-down of the Business Utilization and Subcontracting Plan clauses as required.

- Establishment of Annual performance goals.

The level of management interest and involvement is reflected by the fact that annual performance goals are established by Denver Aerospace management for Small and Small Disadvantaged Business procurement activity. These goals are further assigned to procurement personnel and are regularly used to evaluate their overall annual performance. The effectiveness in achieving the assigned goals are monitored on a continuing basis. For example, quarterly Small and Small Disadvantaged Business performance statistics are provided to Senior Executive management which identifies performance to established goals and areas in need of improvement. In addition, the President Denver Aerospace and the Commander Air Force Plant Representative office meet on a quarterly basis, and one of the items discussed is Small and Small Disadvantaged Business performance. Performance is assessed in relation to annual Air Force established goals for all DOD programs and as allocated to our Denver operation.

Further, to assure compliance with the commitments of subcontracting plans submitted to our customers, our Business Utilization Administrators provide monthly briefings to program and central management. These briefings address accomplishments to date, assessment of final compliance and corrective actions required to insure final compliance. The accomplishments toward the annual goals as well as Individual Plan Performance is a part of the overall management reporting systems.

In a recent policy decision, Denver Aerospace Senior Management has determined that whenever subcontracting opportunities exist, Individual Subcontracting Plans will contain Small and Small Disadvantaged Business goals even though Small and Small Disadvantaged Business opportunities are not evident during development of the plan.

ORGANIZATION

The responsibility for the implementation of our Business Utilization Program has been assigned to the Director of Materiel, Denver Aerospace. He reports directly to the Vice President of Production Operations. The Director is assisted in his function by an experienced full-time Denver Aerospace Manager of Business Utiliization and Support Services who is responsible for overall management of the program and is available to give on-the-spot guidance and assistance on Small and Small Disadvantaged Business Sucontracting.

The ranking Materiel Managers at other Denver Aerospace installations, offsite locations, i.e., Cape Canaveral, Michoud, Vandenberg, and Air Traffic Control Division are assisted by Business Utilization Administrators. They, working closely with the Denver Aerospace Business Utilization Manager, are responsible for the effective implementation of the Business Utilization Subcontracting Program at their installation.

Materiel Program Managers and their Program Business Utilization Administrators working closely with the Business Utilization Program Manager, provide the direct link to all proposal and program activities such as make-or-buy, planning and engineering release development, to ensure timely consideration of Small and Disadvantaged Business Sources.

DEVELOPMENT OF SUBCONTRACTING GOALS

The Martin Marietta Denver Aerospace system used in the development of goals for dollar awards to Small and Small Disadvantaged Businesses includes an examination of the following subcontract-derived requirements:

- All major acquisitions (buy items)

- Components and breakout items identified on make item lists

- Manufacturing and tooling requirements

- Direct services and supplies

A considerable amount of effort is expended in identifying Small and Small Disadvantaged Business capabilities for each item of the "Bill of Material" at the time of the development of each plan. This is accomplished by reviewing Buy History Records, the Source Manual, Supplier Evalatuion Files, the Small Business Administration's Procurement Automated Source Selection (PASS) System and various Small Disadvantaged Business directories.

The accomplishment of this task facilitates the use of Small and Small Disadvantaged sources in the Request for Proposal and Price/Delivery Information Requests utilized by our estimating and buying personnel. The effective accomplishment of this effort permits the development of challenging goals for all of our plans.

Upon evaluation of the Request for Proposal and Price/Delivery Information Requests, we can then identify procurements which we feel Small and Small Disadvantaged sources can effectively compete for during the actual procurement phases of our various contracts. The completion of this task then provides the data necessary to establish the percentage goals required by P.L. 95-507 and its implementing regulations.

If the results of the tasks performed above do not yield percentage goals which we believe to be realistic, based upon our total Business Utilization Program performance, the Business Utilization Administrator in cooperation and conjunction with our program and buying personnel explore other avenues, i.e., make-or-buy decisions, which could provide better results.

SOLICITATION METHOD

In development of the procurement cost estimate for each program, the assigned Business Utilization Administrator reviews the unpriced "Bill of Material" and endeavors to identify Small and Small Disadvantaged sources for each item on the "Bill of Material".

In determining these sources, a comprehensive source list of Small and Small Disadvantaged Businesses, consisting of National and Regional Directories, is jointly maintained in the Business Utilization and Supplier Evaluation functions for use by all buying and business utilization personnel. The list is continually updated to include directories as they become available. Each buyer has access to a national Small and Small Disadvantaged Business Enterprise Directory developed by the company for use in the bidding and source selection process.

A Materiel Source Manual published and provided to all program estimating, and buying personnel, endeavors to identify known Small and Small Disadvantaged Business sources for each item. The Procurement Automated Source System (PASS) is also screened to identify any additional sources and capabilities for inclusion in the Source Manual.

Also available to the buyer and business utilization personnel are the following directories:

o National Minority Business Information System, published by Source Publications

- TRY US (Updated Annually), published by National Minority Business Campaign
- REACH OUT, minority-owned business directory published by Martin Marietta
- Minority Business and Professional Directory (Colorado)

The above lists and manuals are kept current and are continually updated in order to develop and achieve the goals specified in our plans.

In addition, National Minority Business Development Council's (National and Regional) source files and local Trade and Business Associations are regularly contacted to identify additional sources of supply.

Similar source listings, tailored to local geographic business activities, are also available at Orlando and Baltimore.

Buy History records are screened to further assure program and estimating personnel of the viability of sources identified by the plan administrator in the review of the Bill of Material.

The information developed by the Business Utilization Administrator is then returned to program estimating and buying personnel for use in the solicitation of "Pricing Cost and Delivery Information".

The Small and Small Disadvantaged Business Subcontracting Plan for individual contracts, will identify the appropriate Administrator assigned to each division or program. They will report to the Program Materiel Manager and the Denver Aerospace Manager of Business Utilization and Support Services.

The Business Utilization Administrator is responsible for ensuring that Small and Small Disadvantaged Businesses are given maximum opportunity to compete for subcontracts. The Administrator performs functions consistent with the Business Utilization Program identified earlier but concentrated to a specific program.

In concert, this system provides for the identification of maximum subcontracting opportunities for Small and Small Disadvantaged Business and ultimately the development of realistic Small and Small Disadvantaged Business subcontracting goals.

OUTREACH ACTIVITIES

Martin Marietta Denver Aerospace recognizes the value of its Small and Small Disadvantaged Business Suppliers in the effective performance of its contracts. To this extent, solicitations are regularly arranged to provide sufficient competitive opportunities by such suppliers. This is accomplished through early involvement of these concerns in our proposal efforts. In addition, our supplier surveys stress the identification of supplier capabilities which include the required response time for our solicitations.

Suppliers seeking business opportunities with Martin Marietta Denver Aerospace are furnished complete information regarding our commodity list, names of buyers for each item, procurement policies, and visiting hours. They are also requested to furnish complete information on their capabilities, and their interest in becoming qualified sources of supply if solicited.

The current active list of Small and Small Disadvantaged Business firms, resulting from this screening and follow-up contact process, continues to expand. Denver's current source list exceeds 4,500 Small and Small Disadvantaged Businesses.

The Business Utilization Manager and Administrators are regularly available for counseling and discussion of subcontracting opportunities with representatives of Small and Disadvantaged Businesses. In addition, all firms referred by the Government Small and Disadvantaged Business Utilization Specialists, Small Business Administration, or inquiries by individual companies, are provided timely responses and pertinent information on subcontracting business opportunities with Martin Marietta.

Martin Marietta's search for new Small and Small Disadvantaged Businesses is enhanced by:

o Participating in Business Opportunity and Trade Fairs to actively solicit the interest of Small and Small Disadvantaged Business firms in our purchasing requirements.

- o Providing in-depth counseling to interested Small and Small Disadvantaged Business firms to ensure that they fully understand the Martin Marietta procurement process. Our Business Utilization Program Manager and the Business Utilization Administrators have established an excellent rapport with these businesses, and they are aware of the assistance available through their offices.

- o Providing management and technical support to enhance the performance of these firms.

Orlando and Baltimore similarly support Outreach activities as appropriate for their locations.

COMMUNITY ACTIVITIES

In October 1972, a group of purchasing executives from several Denver area corporations formed the Executive Task Force Committee (ETFC) for Minority Economic Development. In a policy statement, the Task Force listed the following objectives in furthering the economic development of the Minority Business community:

- o Encourage all area businesses to adopt and implement policies that will assure the purchase of goods and services from minority owned businesses.

- o Supplement existing programs to identify these suppliers.

o Assist minority-owned businesses in becoming qualified sources of supply by providing technical and managerial assistance.

o Promote the exchange of information on vendor capabilities and corporate requirements.

As a charter member and a member of the various committees, it is Martin Marietta's responsibility to provide counseling assistance to small and disadvantaged suppliers when required by local organizations. This is accomplished by either providing Martin Marietta personnel or personnel of the Executive Task Force Committee (ETFC) member companies.

To accomplish many of these objectives, the Task Force sponsors "Supplier Fairs" as appropriate. In addition, ETFC has affiliated itself with the National Minority Purchasing Council under the new name of Minority Enterprises Incorporated (MEI) an entirely self funded Regional Council, to provide even greater opportunities to Colorado minority businesses. Martin Marietta is a member of the MEI Board of Directors and also chairs a MEI committee on Government Issues.

We also actively participate in Small and Small Disadvantaged Business Fairs as a partial guarantor; by providing personnel to serve as members of various Fair Committees, chairman of a major committee, instructor in the

Pre-Fair Seminars, and by purchasing a fair booth for buyer counseling of suppliers. Special efforts are made to assist Small and Small Disadvantaged Businesses to compete for procurements. Their assistance may include advice and counseling on specification clarification, quality assurance certification, facilities upgrading, management assistance, proposal preparation, and consideration for additional time for responding to Request for Proposals.

Further, assistance is provided in the form of management and technical assistance, progress payments, and advance payments on change order activity where negotiations have not been concluded. Our commitment is to ensure that all Small and Small Disadvantaged Businesses are given ample opportunity and support to satisfactorily perform their subcontracted commitments. Over the years we have recognized that efforts beyond the normal contractual relationship may be required to assure performance by some Small and Small Disadvantaged Businesses.

PROGRAM REVIEWS/AUDITS

The Air Force Contract Management Division (AFCMD), the local Air Force Plant Representative Office (AFPRO), Small Business Administration (SBA) and Defense Logistic Agency (DLA) have repeatedly rated the Business Utilization Program activities from "Excellent" to "Outstanding" with no recommendation for improvements. The expertise established in the Denver Aerospace Business Utilization Program will continue to enhance the program. This proven expertise is reflected in the following audit and review results:

REVIEW RESULTS

- AFCMD Review 7 August 1981 - Rating: Excellent
- Continuous Surveillance - AFPRO Rating: Excellent
- SBA Program Review - 27 February 1980 - Rating: Excellent
- SBA Program Review - 23 May 1980 - Rating: Excellent
- SBA Program Review - May 1981 - Rating: Excellent
- Subcontracting Plan Reviews (SBA) 1982 - 6 Reviews - Rating: Total Compliance
- SBA Program Review - 9 August 1983 - Rating: Total Compliance
- SBA Subcontracting Plan Review - 26 September 1983 - Rating: Interim Compliance
- DLA Review (Michoud) - 19 December 1983 - Rating: Outstanding
- AFCMD/AFPRO/SBA Review - 19 January 1984 - Rating: Excellent

Most recently, we were reviewed by Mr. Larry Jones of the Small Business Administration, Air Force Contracts Management Division, and at that time received one of the highest Weighted Guidelines ratings ever received by an aerospace company with a rating of 4.5 out of a possible 5. We are committed to excellence in this arena as will become more evident in the statistical performance.

Martin Marietta, Orlando Aerospace, has maintained a Small and Small Disadvantaged Business Program that has been compliant with Public Law 95-507 since its inception.

In addition to being in compliance with Public Law 95-507, Martin Marietta, Orlando Aerospace, has received the following award three (3) out of the five (5) previous years for efforts in the development of Small Disadvantaged Businesses.

*Defense Logistics Agency's
Excellence in Assisting
Small Disadvantaged Businesses -
Atlanta Region (1979, 1981, and 1982)

Martin Marietta Aerospace, Baltimore Division, has established and conducts an ongoing program enabling Small and Small Disadvantaged Businesses to be considered fairly as suppliers and subcontractors. This program, which is applicable to commercial as well as Government subcontracts and prime contracts, has been established more than 25 years for Small Business and approximately 5 years for Small Disadvantaged Business.

The reviewing agency for Martin Marietta, Baltimore Aerospace, is the Defense Contract Administrative Service Management Area (DCASMA) Office of Baltimore and has consistently found the Subcontract Program compliant with P.L. 95-507.

PROGRAM RECOGNITION

The Small and Small Disadvantaged Business Program has been the recipient of several highly competitive awards presented to winning prime contractors by government agencies or minority organizations. These include:

- Air Force System Command Exception Program Award (1978)
- Air Force Contract Management Division - Outstanding Achievement - National Award (1980)
- Air Force Contract Management Division High Technology and High Dollar Value Award - National Award (1981)
- Defense Logistics Agency's Outstanding Small Disadvantaged Program - National Award (1982)
- American Association of MESBIC's Private Sector Support - National Award (1982)
- Air Force Contract Management Division High Technology and High Dollar Value Award - National Award (1982)

- Outstanding Minority Booth Display - National Award - National Minority Supplier Development Council Inc. Trade Fair (Oct. 1983)

We are the only company to have won the Air Force Contract Management Division High Technology and High Dollar Value Award two (2) years in succession. This is clearly a record of accomplishment as we are rated against all other aerospace companies under the jurisdiction of AFCMD in Albuquerque, New Mexico.

Such recognition of our subcontracting activity contributed in our obtaining approval of a Master Subcontracting Plan for Denver Aerospace. Due to its size, it is not included in this testimony, but its Table of Contents is provided at the end of this section to reflect the scope of its activity. Martin Marietta Orlando Aerospace similarly has an approved Master Plan. Due to the fewer number of contracts requiring subcontract plans in our Baltimore facility, a Master Plan has not been executed.

MASTER SUBCONTRACTING PLAN FOR SMALL BUSINESS AND SMALL DISADVANTAGED BUSINESS CONCERNS SUBMITTED BY MARTIN MARIETTA DENVER AEROSPACE

MMC/MP 001

DATED August 26, 1983

PREPARED BY:

H. L. Watkins

HERBERT L. WATKINS

MANAGER, SOCIOECONOMIC PROGRAMS

APPROVED BY:

C. T. WOOD

DIRECTOR, MATERIEL

AFPRO APPROVAL:

DATE: 19 September 1983

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SECTION II

TOTAL VALUE OF ALL FEDERAL PRIME CONTRACTS RECEIVED AND THE DOLLAR VALUE AND NUMBER OF SUBCONTRACTS AWARDED TO SMALL AND SMALL DISADVANTAGED BUSINESSES FOR CALENDAR YEARS 1981, 1982, AND 1983. DATA ALSO PROVIDED AS A PERCENT OF ALL SUBCONTRACT AWARDS.

MARTIN MARIETTA AEROSPACE

Year (CY)	Federal Prime Contract Value $(M)	Total Subcontracts Placed $(M)	Total Small Business Awards $(M)	Small Business As % Of All Subcontracts	Total Small Disadvantaged Business (S.D.B.) Awards $(M)	S.D.B. As % Of All Subcontracts	Air Force Contract Management Division Experience, Space & Missiles Contractors
1981	$1,700.9	$644.4	$310.1	48.1%	$14.51	2.25%	Not Available
1982	$2,867.1	$965.8	$347.4	36.0%	$13.31	1.4 %	1.2% (FY82)
1983	$3,276.1	$915.0	$320.2	35.0%	$18.57	2.0%	1.4% (FY83)

NOTE: In CY84 (thru April), Denver Aerospace alone has placed $19.5M in small disadvantaged business awards. This accomplishment reflects an excellent start in our Air Traffic Control Division effort for the FAA.

MARTIN MARIETTA AEROSPACE

Year (CY)	Number Subcontract Awards (000)	Number Awards To Small Business	Percent of Awards	Number Awards to Small Disadvantaged Business	Percent of Awards
1981	180.6	113.8	63.0%	3.9*	3.1%*
1982	193.3	133.7	69.2%	5.4*	4.2%*
1983	166.4	117.3	70.5%	3.0*	2.9%*

*Partial data, available only for Denver and Baltimore.

SECTION III

THE EXTENT OF SMALL AND SMALL DISADVANTAGED BUSINESS PROGRAM ACCOMPLISHMENTS TAKEN INTO ACCOUNT WHEN EVALUATING THE PERFORMANCE OF ACQUISITION PERSONNEL

PERFORMANCE OF ACQUISITION PERSONNEL

It is the policy of the Denver Aerospace's Materiel Department to reward employees for outstanding performance in implementing the Small and Small Disadvantaged Business Subcontracting Program. Special recognition is given to buyers who have demonstrated a positive effort to further the interest of Small and Small Disadvantaged Businesses.

Under the leadership of our Director of Materiel and the Manager of Business Utilization Program, we have instituted a special Small and Small Disadvantaged Business-Employee Performance Awards Program. Under this program, company recognition and monetary awards are given to employees who have demonstrated an interest in program performance. In the area of the Small Business Subcontracting Program, the employees are rewarded for submittal of the winning entry in the SBA's Small Business Subcontractor of the Year - Regional and National Winners. In the area of Small Disadvantaged Business Subcontracting Programs, monetary awards are provided to the Outstanding Buyer of the Year, Outstanding Buyer of each buying section, and Small Disadvantaged Business High Technology Awards.

In addition, the annual employee performance appraisal record on acquisition personnel, reflects their contribution to the achievement of business utilization goals.

SECTION IV

TRAINING PROVIDED TO PERSONNEL FOR IMPLEMENTATION OF OUR SUBCONTRACTING PROGRAM

TRAINING OF ACQUISITION PERSONNEL

Martin Marietta Denver Aerospace firmly believes that training is essential to the successful implementation and accomplishments of the Business Utilization Program. To that extent, three types of training programs are provided:

A. New Buyer Orientation - Each new buyer is required to attend an orientation session with the Manager of Business Utilization and Support Services and/or Business Utilization Administrators at various offsite locations.

The Session provides:

- Explanation of implementing Business Utilization Program policies and procedures, a description of Employee Performance Awards Program for Small and Small Disadvantaged Business Subcontracting Accomplishments
- Description of goal setting methods and performance evaluation to the assigned goals
- Historical performance and future expectations
- Availability and utilization of Small and Small Disadvantaged Business source lists and library of directories

B. Government Regulations and Public Law Requirements Training

- Training sessions are regularly provided to ensure effective implementation of new laws or regulations as they apply to Business Utilization Subcontracting Program Activities.

C. Individual Subcontracting Plan Orientation - To ensure compliance with the commitments of our subcontracting plans, the Individual Plan Administrator conducts a training session for program and buying personnel involved in the performance of the contract. The training session addresses the following:

- Percentage goals
- Procurements planned for Small and Small Disadvantaged Businesses
- Requirements for Subcontracting Plans from Suppliers
- Candidate Small and Small Disadvantaged Business Sources
- Identification of special Subcontracting Plan Commitments
- Bid list approval and purchase requirements processing

The Business Utilization Program Course is an integral part of the Materiel In-House Training Program. The Materiel In-House Training Program is a cost effective means for providing technical and professional training for acquisition personnel. This training program is currently under review by the National Contract Management Association (NCMA) and the National Association of Purchasing Manager (NAPM) for acceptance as formal recognition of professional training and certification for acquisition personnel.

SECTION V

DESCRIPTION OF CHANGES IN THE SUBCONTRACTING PROGRAM SINCE THE PASSAGE OF P.L. 95-507

SUBCONTRACTING PROGRAM CHANGES SINCE P.L. 95-507

We continue to perform those business utilization activities that existed prior to passage of P.L. 95-507. Those activities include the full time business utilization liaison offices, timely consideration of business opportunities during make-or-buy decision company policies that are committed to maximum opportunities for Small and Small Disadvantaged Businesses; active outreach programs; customer audits of the Business Utilization Program; customer reports on program performance; senior management involvement in the program success; establishing, and continuous assessment of, overall company and customer business utilization program goals.

The requirement of P.L. 95-507 has increased the visibility of discrete program Small and Small Disadvantaged Business performance. In addition, individual subcontracting plans are developed which result in the development of specific contract by contract Small and Small Disadvantaged Business goals, reports and record maintenance, monitoring of performance conducted on a contract by contract basis, as well as overall program reporting. Customer and Small Business Administration audits and reviews are also performed on a contract by contract basis as well as overall program audits. These activities are in addition to the pre P.L. 95-507 company program requirements which continue to be an integral part of the overall Business Utilization Program. The expanded effort has, of course, been accommodated with increased staffing and reporting systems.

RECOMMENDATION

There is currently increased interest in the subcontracting activities of prime contractors. This interest covers not only the Small Business and Small Disadvantaged Business activities, but also statistics on competition, breakout, spare parts, offsets, data rights, etc.

Mary Ann Gilleece, Deputy USDRE, has requested that industry develop reporting systems to capture subcontracting competition statistics without placing a major burden on contractors. We would recommend that the statistics you require be compiled on a quarterly basis, at a Division level instead of a contract by contract basis, and that the data reflect competition statistics consistent with criteria currently reflected by DD Form 350. The objective of such data collection would be to provide the most meaningful data to the optimum number of Agencies while minimizing the data collection efforts within industry.

Mr. MITCHELL. Mr. Petersen.

TESTIMONY OF ROBERT C. PETERSEN, CORPORATE DIRECTOR, SUBCONTRACT AND PROCUREMENT MANAGEMENT, ROCKWELL INTERNATIONAL CORP.

Mr. PETERSEN. Yes, Mr. Chairman. I too will try to abbreviate my remarks because you have the complete testimony for the record. The small and small disadvantaged business programs at Rockwell we feel are quite well established. We have outlined in our testimony some of the training activities that we go through. I don't know if you want to reiterate them here.

Mr. MITCHELL. That is in the testimony.

Mr. PETERSEN. It should be adequate.

We have had a small business program, as you probably are aware, along with a number of other aerospace companies for more than 30 years. We have recognized the value of the small businesses and their competitiveness, and more recently the small disadvantaged businesses and their growing competitive base.

I did neglect to introduce Fred Webb, our corporate vice president of materials management from Pittsburgh. He has joined me here today. He joined our company a couple of years ago from General Motors Corp. and is now our senior procurement official for the corporation. Mr. Webb has designated me as the corporate small business liaison officer, and my responsibilities include developing all the small business procedures and policies, and implementing them throughout the corporation.

We do have a corporate small and disadvantaged utilization administrator, who coordinates the small business activities throughout our corporation. Each of our divisions has a small and disadvantaged business utilization administrator designated by the senior material procurement official at those divisions.

We do have frequent meetings of the administrators, exchanging ideas. There are training programs that they develop and implement in the various purchasing organizations. We have listed in our testimony some of the recent awards that the corporation has been recognized for in our small business programs.

We have also included for the record some commitment data on our minority business program. Starting in 1971 when we began keeping records, a little over $900,000.

Mr. MITCHELL. I am sorry, I didn't hear that figure.

Mr. PETERSEN. In 1971 there were $935,000 worth of commitments to minority businesses and this past year, in 1983, there were $70.8 million.

Mr. MITCHELL. $70.8 million?

Mr. PETERSEN. Yes, and we do feel that there is substantial growth that can be realized by continuing our outreach emphasis, and as the small and small disadvantaged businesses increase their sophistication and ability to provide services to the aerospace industry. We are seeing significant improvements in growth in the disadvantaged business base.

I have included our prime contract awards from the Federal Government in 1981, 1982, and 1983.

With regard to the value of the subcontracts awarded, the prime contract awards do not necessarily relate to our annual commitments, or procurement activity. I have included the commitment information for all of our Government-related businesses, the space operations, aircraft operations and defense electronics and energy systems. These are the total commitments as well as the commitments to the small businesses and small disadvantaged businesses that we have included in the testimony.

With regard to the efforts that we have initiated since the passage of Public Law 95–507, we have implemented a number of procedural changes and administrative requirements for the preparation of plans and for the reporting against those plans. We feel that our small business program was pretty well established prior to that, so it basically has been one of administrative proceduralizing and reports preparation, the automation of our procurement data in order to provide the contract-by-contract data, needed to fill out the SF 294 reports.

In closing, I would like to suggest that your committee give consideration to an annual type of goals and goal-setting and contractor performance measuring rather than the contract-by-contract reports. You find that in any specific contract or a given subcontract plan, particularly for contract amendments over $500,000, there are elements that are just unexplainable unless you go back and refer to the specific statement of work for that contract amendment. It just does not give you a measure of the contractor's overall performance against a total program when the efforts are reported in such detail.

I thank you for allowing us to comment, and I would be happy to answer any questions that I can.

[Mr. Petersen's prepared statement follows:]

PREPARED STATEMENT OF ROBERT C. PETERSEN, CORPORATE DIRECTOR, SUBCONTRACT AND PROCUREMENT MANAGEMENT, ROCKWELL INTERNATIONAL CORP.

MY NAME IS ROBERT C. PETERSEN. I AM CORPORATE DIRECTOR, SUBCONTRACT AND PROCUREMENT MANAGEMENT, FOR ROCKWELL INTERNATIONAL CORPORATION. ROCKWELL APPRECIATES THE OPPORTUNITY TO PROVIDE INFORMATION ABOUT OUR SMALL AND SMALL DISADVANTAGED BUSINESS (SB/SDB) PROGRAM. WE FEEL THAT THE PROGRAM'S EFFECTIVENESS HAS IMPROVED STEADILY SINCE THE INCEPTION OF OUR PROGRAM DATING BACK TO THE EARLY 1950'S, AND WE WELCOME THE OPPORTUNITY TO SHARE OUR EXPERIENCE WITH YOU.

BY WAY OF BACKGROUND, ROCKWELL IS AN $8 BILLION, MULTI-INDUSTRY COMPANY APPLYING ADVANCED TECHNOLOGY TO A WIDE VARIETY OF PRODUCTS IN ITS AEROSPACE, ELECTRONICS, AUTOMOTIVE AND GENERAL INDUSTRIES BUSINESSES. SOME OF THOSE PRODUCTS INCLUDE MILITARY AIRCRAFT, SPACE VEHICLES AND ENGINES, TELECOMMUNICATION EQUIPMENT, GUIDANCE SYSTEMS, MISSILE SYSTEMS AND ENERGY SYSTEMS DEVELOPMENT.

THROUGHOUT OUR COMPANY WE ARE CONDUCTING A SMALL AND MINORITY BUSINESS PROGRAM THAT HAS PRODUCED APPRECIABLE RESULTS. WE BELIEVE THE ORGANIZATION, POLICIES AND PROCEDURES WE HAVE DEVELOPED AND IMPLEMENTED OVER THE YEARS HAVE RESULTED IN A PROGRAM EXCEEDING THE REQUIREMENTS ESTABLISHED BY GOVERNMENT LAWS AND REGULATIONS.

MR. CHAIRMAN, I WOULD LIKE TO EMPHASIZE THAT OUR SMALL BUSINESS PROGRAM WAS NOT FOUNDED AS A RESULT OF GOVERNMENT LEGISLATION OR

GOVERNMENT URGING. WHEN WE ESTABLISHED OUR SMALL BUSINESS PROGRAM MORE THAN 30 YEARS AGO IT WAS IN RECOGNITION OF OUR NEED FOR SMALL BUSINESS AND OUR DEPENDENCE UPON IT. IT WAS COMMON SENSE AS WELL AS GOOD BUSINESS SENSE TO EMPLOY THE SPECIALIZED SKILLS AND FACILITIES OF SMALL FIRMS FOR MANY TASKS. THEIR CAPABILITIES HAVE HELPED US REMAIN COMPETITIVE. TO DEVELOP SIMILAR SKILLS IN-HOUSE AND SPEND THE NECESSARY CAPITAL FOR EQUIPMENT AND FACILITIES WOULD HAVE BEEN UNECONOMICAL. MOREOVER, WE WOULD NOT BE ABLE TO FULLY EMPLOY THESE EXTRA FACILITIES AND CAPABILITIES OVER A PROLONGED PERIOD OF TIME.

IF A SMALL OR MINORITY BUSINESS CONCERN HAS THE CAPABILITY TO SUPPORT OUR REQUIREMENTS, IT IS ONLY LOGICAL THAT IT SHOULD BE ABLE TO PRODUCE CERTAIN PRODUCTS AND COMPONENTS MORE COMPETITIVELY THAN WE COULD. IN SHORT, WE BELIEVE DOING BUSINESS WITH SMALL FIRMS IS JUST "GOOD BUSINESS PRACTICE." AS A RESULT, OUR MANAGEMENT RECOGNIZES THE IMPORTANCE OF NOT ONLY KEEPING APPRISED OF THE CAPABILITIES AND POTENTIAL OF SMALL AND MINORITY BUSINESSES, BUT ALSO THE EQUAL IMPORTANCE OF DEVELOPING SMALL AND MINORITY COMPANIES TO KEEP PACE WITH THE GROWING SOPHISTICATION AND COMPLEXITY OF AEROSPACE INDUSTRY REQUIREMENTS.

OUR SMALL/SMALL DISADVANTAGED BUSINESS ORGANIZATION IS CLEARLY DEFINED. THE CORPORATE VICE PRESIDENT, MATERIALS MANAGEMENT HAS DESIGNATED ME AS THE CORPORATE SMALL BUSINESS LIAISON OFFICER. MY RESPONSIBILITIES INCLUDE IMPLEMENTING THE COMPANY POLICIES AND DEVELOPING THE NECESSARY PROCEDURES FOR DEALING WITH SMALL AND MINORITY BUSINESSES, INCORPORATING APPLICABLE GOVERNMENT REGULATIONS IN OUR PROCUREMENT POLICIES, AND MAINTAINING LIAISON WITH THE GOVERNMENT ON MATTERS RELATED TO SMALL AND MINORITY BUSINESS. ASSISTING ME IS THE CORPORATE

Administrator of Small Business and Economic Utilization. At each of our operating divisions the Director of Material has designated an Administrator for Small Business/Small Disadvantaged Business Utilization who is responsible for the emphasis and advocacy of the program throughout their respective divisions.

Although our Divisions within the Corporation operate autonomously, our administrators at the various Divisions interface and maintain communications by telephone, written correspondence and periodic meetings. By combining our individual experiences in SB/SDB procurements at each Division, we have established SB/SDB methods and goals which combine the best features of each of our individual programs. This allows all to benefit through exchanges of ideas and innovations to further enhance our socio-economic program and overall achievements.

The Company's Small and Small Disadvantaged Subcontracting program is multi-faceted, covering a wide range of activities including, but not limited to, buyer training, buyer incentives, vendor assistance, Government agency cooperation and assistance, and support to industry and SB/SDB organizations. These efforts, some of which will be discussed in more detail below, have produced notable results which we expect to improve as our program continues to expand. Some of the awards received by Rockwell in recent years include:

1983	U.S. SBA Small Business Development Award - Columbus District
1983	U.S. SBA Minority Business Regional Award - Rocketdyne and Hanford Facility
1983	Defense Logistics Agency Contractor Excellence Award - Tulsa
1983	Association of Minority American Contractors Recognition Award

- Rockwell

1981 Latin Business Association Outstanding Corporation Award - Rockwell

We recognize that the success of our SB/SDB program is enhanced by effective monitoring and evaluation of those involved in our acquisition process. Accordingly, it is our practice to periodically review each Buyer's achievement of planned goals with the Head of Material at each Rockwell Facility. Performance against goals is an important element of the Buyer's overall performance review.

In keeping with our team effort to encourage the increased utilization of Small Disadvantaged Business and to raise the level of recognition, certain divisions have developed special buyer awards to reward employees for outstanding performance in implementing and achieving the goals of the SB/SDB subcontracting program. Some Divisions give special recognition certificates and monetary awards to the buyer for the fiscal quarter. The criteria used for this award has been based on: (1) number of purchase orders awarded to SDB suppliers, (2) dollar value of such orders, (3) number of SDB's developed, and (4) special assistance given to SDB's. This recognition Program has proven to be very effective in motivating personnel to make the program work. To monitor the achievements of each buying facility at Rockwell, Corporate Management receives reports of the activities of each division's SB/SDB Program.

Rockwell firmly believes that training is essential to the successful implementation and accomplishment of the SB/SBD Program. Three types of training programs currently implemented at many Rockwell

DIVISIONS ARE:

- NEW BUYER ORIENTATION - EACH BUYER ATTENDS AN ORIENTATION SESSION WITH THE SB/SDB PROGRAM ADMINISTRATOR WHICH PROVIDES AN EXPLANATION OF IMPLEMENTING SB/SDB PROGRAM POLICIES AND PROCEDURES, HISTORICAL PERFORMANCE AND FUTURE EXPECTATIONS, AND AVAILABILITY AND UTILIZATION OF SMALL/SMALL DISADVANTAGED BUSINESS SOURCE LISTS. IN THIS REGARD, THREE ROCKWELL DIVISIONS HAVE ALREADY INSTALLED THE SBA'S COMPUTERIZED ON-LINE PASS SYSTEM TO AID IN THE IDENTIFICATION OF NEW SOURCES. WE HAVE REQUESTED INSTALLATION OF THIS SYSTEM AT ALL OF OUR MAJOR DIVISIONS.
- GOVERNMENT REGULATIONS AND PUBLIC LAW REQUIREMENTS - TRAINING SESSIONS ARE PROVIDED TO ASSURE EFFECTIVE IMPLEMENTATION OF NEW LAWS OR REGULATIONS AS THEY APPLY TO SB/SDB SUBCONTRACTING ACTIVITIES.
- SB/SDB SUBCONTRACTING PLAN ORIENTATION - TO ASSURE COMPLIANCE WITH THE COMMITMENTS OF THE SUBCONTRACTING PLAN, THE SB/SDB ADMINISTRATOR CONDUCTS TRAINING SESSIONS FOR PROGRAM AND BUYING PERSONNEL. THE TRAINING SESSIONS ADDRESS: PROCUREMENT GOALS FOR SMALL/SMALL DISADVANTAGED BUSINESS, REQUIREMENTS FOR SUBCONTRACTING PLANS FOR MAJOR SUPPLIERS, CANDIDATE SMALL/SMALL DISADVANTAGED BUSINESS SOURCES, AND COMPLIANCE PROCEDURES.

ALONG WITH OUR IN-HOUSE BUYER TRAINING EFFORTS, ROCKWELL WAS VERY INSTRUMENTAL IN THE DEVELOPMENT OF A TRAINING COURSE TO AID SMALL BUSINESSES. THIS COURSE WAS OFFERED FREE OF CHARGE AND COVERED THE FOLLOWING SUBJECTS: (1) RESPONDING TO A REQUEST FOR QUOTATION, (2) CONTRACT PRICING AND NEGOTIATION, (3) FINANCIAL MANAGEMENT, (4) SOURCES

OF MANAGEMENT ASSISTANCE, (5) PREAWARD AND POSTAWARD CONTRACT MANAGEMENT, AND (6) EFFECTIVE QUALITY CONTROL. THESE SERIES OF CLASSES WERE CONDUCTED BY THE SOUTHERN CALIFORNIA SMALL BUSINESS COUNCIL AND HAVE PROVEN TO BE VERY INFORMATIVE TO SMALL BUSINESSES.

TO HAVE THE BUYERS PLAY A MORE ACTIVE ROLE IN ROCKWELL'S SB/SDB PROGRAMS, WE HAVE THEM PARTICIPATE IN PROCUREMENT CONFERENCES, STEERING COMMITTEE MEETINGS AND FIELD TRIPS TO SBA AND LOCAL DCASR OFFICES. THIS ACTS AS ANOTHER TYPE OF MOTIVATIONAL TECHNIQUE.

ROCKWELL PROVIDES FURTHER OUTREACH EFFORTS THROUGH ACTIVE MEMBERSHIP IN MANY MINORITY TRADE ASSOCIATIONS SUCH AS LATIN BUSINESS ASSOCIATION, BLACK BUSINESS ASSOCIATION, UNITED INDIAN DEVELOPMENT AND THE ASIAN BUSINESS ASSOCIATION ALONG WITH REGIONAL PURCHASING COUNCILS AND SMALL BUSINESS COUNCILS. IT IS THROUGH THESE ASSOCIATIONS THAT WE CAN MEET NEW SUPPLIERS, IDENTIFY THE PROBLEMS SUPPLIERS HAVE IN DOING BUSINESS WITH A LARGE CORPORATION, HELP RESOLVE CASH-FLOW PROBLEMS, OFFER MANAGEMENT & TECHNICAL ASSISTANCE, IDENTIFY KEY PERSONNEL AND HELP OVERCOME OTHER CHALLENGES WHICH CONFRONT SMALL BUSINESSES. OUR REPRESENTATIVES HAVE ATTENDED HUNDREDS OF PROCUREMENT CONFERENCES, SMALL DISADVANTAGED BUSINESS CONFERENCES AND TRADE EXHIBITIONS TO LOCATE SMALL DISADVANTAGED COMPANIES. ON MANY OCCASIONS OUR SMALL BUSINESS ADMINISTRATORS HAVE SERVED AS GUEST SPEAKERS TO EXPLAIN HOW TO DO BUSINESS WITH ROCKWELL. SOME HOLD BOARD OF TRUSTEE POSITIONS WITH THESE ORGANIZATIONS.

TO FAMILIARIZE POTENTIAL SMALL BUSINESS SUPPLIERS WITH THE OVERALL REQUIREMENTS OF OUR OPERATIONS, WE HAVE PREPARED A BOOKLET ENTITLED "LETS DO BUSINESS". THIS BOOKLET IS AVAILABLE TO SUPPLIERS WHO VISIT OUR FACILITIES, AND IT IS ALSO ENCLOSED WITH OUR REPLIES TO INQUIRIES FROM

Small Business concerns. This booklet outlines our general purchasing policies and describes the activities of each division.

As a partial indicator of the success of our program, Rockwell's purchases from Small Disadvantaged Businesses has grown from $935,000 in 1971, when we first began keeping records of such commitments, to $70.8 million last year. The annual totals are listed below:

1971	935,000
1972	3,060,692
1973	4,917,870
1974	9,117,674
1975	11,421,686
1976	18,024,000
1977	29,295,880
1978	26,411,165
1979	44,978,548
1980	38,570,577
1981	48,703,295
1982	56,361,144
1983	70,858,975

Of course, we feel substantial growth can be further achieved as our outreach efforts continue and the SDB base grows, both in number of firms and increasingly sophisticated capabilities.

In response to the specific questions of the Chairman, the following data is presented:

Value of Federal Prime Contracts Received by Rockwell

1981	$2,632,125,000
1982	4,277,427,000
1983	7,131,282,000

The commitment data below summarizes our Government businesses, which include: North American Aircraft Operations, North American Space Operation, Defense Electronic Operation, and Energy Systems Group.

Total Value of Subcontracts Awarded

Fiscal Year		Commitments To SB		Commitments To SDB	
Total Commitments		$	%	$	%
1981	$1,668,100,000	627,100,000	37.6	31,700,000	1.9
1982	1,573,200,000	567,100,000	36.0	44,700,000	2.8
1983	2,348,300,000	711,000,000	30.3	58,000,000	2.5

Total Number of Subcontracts Awarded

	Total	SB	%	SDB	%
1981	403,850	287,945	71.3	20,192	5.0%
1982	449,879	302,769	67.3	24,743	5.5%
1983	441,468	305,933	69.3	30,020	6.8%

Although the commitments for SB and SDB have increased during 1983, the percentages have decreased due to the large volume of commitments to the major fabricators of structures and systems for one of our major programs. Those subcontractors would, in turn have increases in their

SB/SDB COMMITMENTS.

THE PASSAGE OF PL 95-507 ESTABLIHSED NEW REQUIREMENTS WHICH RESULTED IN NUMEROUS PROCEDURAL CHANGES TO OUR ON-GOING SYSTEMS TO ACCOMMODATE THE ADDITIONAL REPORTING REQUIREMENTS, AS WELL AS ADDITIONAL ADMINISTRATIVE DUTIES. AN APPROVED FORMAT FOR IMPLEMENTING SMALL AND SMALL DISADVANTAGED BUSINESS SUBCONTRACTING PLANS WAS DEVELOPED FOR EACH DIVISION'S USE. THIS FORMAT HAS SUBSEQUENTLY BEEN MODIFIED FOR USE ON A PLANT-WIDE BASIS IN ACCORDANCE WITH DEFENSE ACQUISITION REGULATION 7-104.14(B). SUBCONTRACT TERMS AND CONDITIONS WERE ALSO AMENDED TO INCORPORATE THE NEW PROVISIONS. AUTOMATED SYSTEMS AT EACH AFFECTED LOCATION WERE PROGRAMMED TO PROCESS COMMITMENT DATA AND RELATED GOALS ON A CONTRACT BY CONTRACT BASIS. AT ONE LOCATION THIS SYSTEM HAD TO ACCOMMODATE APPROXIMATELY 150 ACTIVE SUBCONTRACTING PLANS.

WITH DUE RESPECT, ROCKWELL SUGGESTS THAT CONSIDERATION BE GIVEN TO THE USE OF COMBINED CONTRACT PLANS SUBMITTED ON AN ANNUAL BASIS IN LIEU OF CONTRACT BY CONTRACT PLANS SUBMITTED AS REQUIRED, AS A MEANS OF REDUCING ADMINISTRATIVE COSTS AND EFFORTS, WHILE PROVIDING THE GOVERNMENT OVERALL VISIBILITY OF EACH CONTRACTOR'S PERFORMANCE.

THANK YOU FOR ALLOWING ROCKWELL TO PARTICIPATE IN YOUR HEARINGS TODAY.

0650Q

Rockwell International Corporation
Corporate Headquarters
600 Grant Street
Pittsburgh, Pennsylvania 15219

Rockwell
International

July 17, 1984

The Honorable Parren J. Mitchell
House of Representatives
2361 Rayburn Office Building
Washington, DC 20515

Dear Congressman Mitchell:

During the hearings you conducted on June 21, 1984, questions arose on several Rockwell SF 294 reports relating to the NASA SSME and Orbiter prime contracts. We have researched those reports and offer the following comments:

> NAS8-27980 Report #1 relates to an amendment to the SSME prime contract for machined detail parts and assemblies for engines 2028 through 2031; the majority of the effort would be subcontracted, which results in the percentage of subcontracting being quite high.
>
> NAS8-27980 Report #2 relates to a separate amendment for the design and fabrication of ground support equipment and engine handling equipment, for which a separate small business plan and reports are required.
>
> NAS8-35140 is an Engineering Support contract for Rockwell's Shuttle Orbiter field office in Huntsville, Alabama. At the time the small business plan was prepared there was virtually no subcontracting anticipated. After the plan was submitted the field office decided to augment the work force through the use of purchased time subcontracts rather than hiring permanent employees. Further, the Government furnished computer services were changed to Rockwell procured.
>
> The Reports #1 and #2 covered a calendar year rather than a fiscal year, and the Rockwell personnel failed to sign the report in the "approving officer" block.
>
> In the case of these latter two reports, both the contractor and the Government personnel were relatively unfamiliar with the reporting requirements and incomplete reports were the result.

We have taken steps to improve the reports from our various field offices such as Huntsville by consolidating responsibilities with the senior Small/Small Disadvantaged Business Administrator at each division. This will eliminate reports being prepared by inexperienced personnel.

The fact remains, however, that there are a large number of small business plans and reports to be prepared, some for contract or subcontract amendments with varying degrees of significance. The large number of plans and reports is not conducive to extensive management review and coordination. The various purchasing and business management staffs throughout our Corporation prepare and submit hundreds of these reports to many different Government contracting officers.

We urge your consideration in amending PL 95-507 to call for small business plans on a much more consolidated basis, such as annual plans for each prime contract or subcontract, annual plans for a division doing business with the Government, or even an annual plan for an entire Corporation. Such plans would surely get more senior Corporate management attention, and indeed, would provide you with a more meaningful measure of a company's commitment and progress.

We appreciate the opportunity to comment on PL 95-507 and would be happy to furnish any further information you may desire.

RCPetersen

R. C. Petersen
Corporate Director
Subcontract and Procurement Management

/rvw

cc: E. A. Center
W. L. Clark
F. L. Webb

Mr. MITCHELL. We appreciate your coming, and that is for both gentlemen. I am going to give you two factsheets and the staff will pass them to you. Again we will go through the same drill of our previous witnesses so that I can get some understanding as to what goes awry. Both of you have indicated a very firm commitment. Both of you have testified that you are proud of the record, but something goes wrong. I am probing to find out what goes wrong. By the way, let me tell you I think both of you are to be commended for your small business participation up to a certain point, but I have some questions about the diminishing of that participation in recent years.

Let's start with Martin Marietta. You have the factsheet in front of you.

Mr. TRIMBLE. Yes, sir.

Mr. MITCHELL. There are five contracts listed on this sheet. Let's look at 33708, where you did very well with small business, 37.6 percent. I think that is pretty good, but when it comes to small disadvantaged businesses for 1984 and 1985, it was 3 percent. Under the contract 830300, apparently there is a contract that has been let, where no goals, zilch, reported in the subcontracting plan.

Under 3382, you came up with a magnificent sum of 70 percent for small business, for small and disadvantaged business 2.8. Under your contract 8845, 21 percent for small businesses, 1.5 percent for small and disadvantaged businesses, and again here is why I am expressing some consternation. Again a contract was let, this is 15999, in the amount of $79 million. No goals in the plan at all. How do you explain this?

Mr. TRIMBLE. Mr. Chairman, I would like to start with the last mentioned one. That is the NASA contract, the 115999. We have here the 294 form on that, and we do show a goal in that particular case of 1½ percent. This is the contract that you questioned the men from NASA on a few moments ago.

Mr. MITCHELL. Yes.

Mr. TRIMBLE. We had the opportunity at that time to look at our form submittal on it, and we clearly show that we established the goal of 2.5 percent, so we are at a loss to explain why the submittal that came through to you on the plant itself would have indicated a zero goal. We do not have any contracts at all, none of our customers will permit us to receive a contract, have a contract award, without a goal that has been established. Admittedly, some of them are small, sir, but none are zero.

Mr. MITCHELL. Would that explanation pertain to 830300?

Mr. TRIMBLE. I do not have here on my backup sheets statistics. That is the external tank contract out of Michaux. Mr. Watkins, who is, as we have already indicated, our specialist at the Denver operations, has pointed out that this is the external contract in Michaux, LA, which was established before, awarded before the passage of Public Law 95-507.

Mr. MITCHELL. Before?

Mr. TRIMBLE. Yes, sir.

Mr. MITCHELL. When was it awarded?

Mr. TRIMBLE. That contract was awarded—it's a rather interesting set of circumstances with respect to that contract; it was awarded probably 7 or 8 years ago, with each year an additive portion being added to it.

Mr. Mitchell. But since it is still in effect, isn't it Public Law 95-507?

Mr. Trimble. Yes.

Mr. Mitchell. Are you saying that any contract prior to that Public Law 95-507 has not been amended?

Mr. Trimble. I would also like the record to show that I am not trying to indicate that any follow-on awards to this would not be subject to—if they are over $500,000, they must be subject to the requirements for a plan. Now, I do have here an external tank contract which is the one—33708—it is the only one on my list here, and I show a goal in that particular contract of 1.7 percent, and your data sheet shows an achievement of 3 percent, so I would have to say to you, Mr. Chairman, that we have in our records an indication here of a subcontract plan on that external tank contract in Michaux. I am unable to explain adequately for you at this time why there is apparently no goal established for that contract 300, but I would be very pleased to look into that and supply that for the record.

Mr. Mitchell. I would appreciate it. I want to ask you about this. Let's continue with your contract for 79, 78.5. I have a report sheet here which shows dollar value of the prime or subcontract at $78.5 million. Estimated dollar value of commitment as in the plan, $5.3 million. Then across from that you show a goal for the small business. Your total commitment is 5.3.

Mr. Trimble. Yes, sir.

Mr. Mitchell. You show a goal for your small business concern of $1 million. Is it 591?

Mr. Trimble. Correct.

Mr. Mitchell. And for the small disadvantaged $2.3 million. As of the reporting data on this form, the total direct subcontracting commitment is $484,393. How do you explain the disparity between those two, and in addition to that, if you will look at that contract, your total commitment at the top in line 14 I think it is, is $5,305,000. Then you show $15,490,870 committed. How do you explain that contradiction? Do you want to take a look at this? Do you have a copy of this?

Mr. Trimble. Yes, I do.

Mr. Mitchell. How can you have a commitment three times the amount of your estimated dollar value of commitments as in the plan?

Mr. Trimble. One of the things, Mr. Chairman, that we found as we prepared for this, that there were some rough edges, if you would, on the overall reporting process.

Mr. Mitchell. It is awfully rough.

Mr. Trimble. Mr. Watkins advises me that he has a good explanation.

Mr. Mitchell. Mr. Watkins.

Mr. Watkins. The information that you referred to in section 14 was the original plan that was developed for this contract. The activity to date in section 16 is $15 million. The reason the plan has not been revised is that there were not any changes that we are aware of that exceeded $500,000. Therefore the plan wasn't formally revised.

Mr. Mitchell. What do you mean, that exceeded $500,000?

Mr. Watkins. If there is a change to the prime contract that exceeds $500,000, in their subcontracting opportunities, we revise the plan. If not, then the plan is not revised.

Mr. Mitchell. I am sure my time is about up, and I know other members have some questions. I will stop now. I have one more question and then I will come back to both of you. I don't want the other members to sit here and not get an opportunity to question you, but my point is the same as I raised with the NASA witnesses. If you come in with an estimate of $5 million and then you exceed that three times, isn't a corporation placing itself in a favorable position for not necessarily the award fee, but some kind of recognition as being a nice, good guy who came in, not only met his goal but tripled it?

The danger, the real danger is in the award fee system. If you low-ball it in the beginning, you guarantee yourself some money. Do you follow me?

Mr. Watkins. I understand what you are saying.

Mr. Mitchell. Let me stop for a minute. I will come back to that. Mr. Daub.

Mr. Daub. Mr. Chairman, I would really yield back my time, and let you have whatever additional time that you wish. Of course as the chairman's prerogative, it is very difficult because I know of my affection for the chairman, to come to a hearing. The chairman knows I pride myself in doing my homework, and in studying issues very carefully, and knows of my devotion to the issues of small business.

It is very difficult for me to sit here and be asked to question a panel where I haven't had a chance nor has anyone on my side of the aisle had a chance to look at any of the material that is the basis for the chairman's questions. I am compelled to say that and apologize to the gentlemen who have taken time to come here and prepare, because I, for one, cannot intelligently examine what you have done and the rightness of it or the wrongness of it, because I do not have the same data base from which to operate even for a few minutes prior to the hearing.

So I must yield back my time to you, Mr. Chairman, and hope that I might have a further opportunity to write to these gentlemen and to inquire of the material after I have had a chance and my staff has had a chance to review it.

Mr. Mitchell. Sure. I am very sympathetic with your concern, and I am somewhat puzzled by it. I am advised by my staff that all of the information that we started gathering in preparation for this hearing was proffered to the minority staff. Is that correct?

Ms. Etheredge. Right.

Mr. Mitchell. When was that done?

Ms. Etheredge. At the very beginning.

Mr. Daub. What time did you do it, and for whom did you offer it for the record?

Ms. Etheredge. I called 5-4038, and I have spoken to Nancy on several occasions.

Mr. **Daub**. It is something we will have to settle between ourselves. There is no need to put it on the line. Physically nothing was given to us for examination beyond the materials that we have here.

Mr. **Mitchell**. Again, I want the record to be made very clear that the offer was made. I think it is something that we will have to correct in the future, but I have always run this committee and subcommittee on a totally nonpartisan basis, and indeed any staff, majority or minority, is free to say give me all of the material that you put together in preparation for the hearing, when we announce that we are going to plan for hearing. At that point then all staff, minority and majority, is prepared.

Mr. **Daub**. I think we probably operated, Mr. Chairman, under a misunderstanding. That misunderstanding is that we have to ask.

Mr. **Mitchell**. No, no, it was offered.

Congressman Hayes.

Mr. **Hayes**. I agree with my colleague on the other side of the aisle. Mr. Chairman, I think you were raising some very pertinent questions, and I certainly want to yield my time to you, because I think the bottom line is to increase the participation on the part of minority and disadvantaged businesses into this whole area, and the Martin Marietta aerospace program is an example. I think that your line of questioning leads in that direction, and I would prefer to yield my time to you.

I, too, need some time to further study some of the statistics that I have been shown here this morning, in order to participate effectively. I am interested in the questions you are raising, and I hope we can get some answers to some of these questions.

Mr. **Mitchell**. I thank both of the gentlemen.

Mr. **Trimble**. Mr. Chairman, I wonder if I might go back to the issue that raised.

Mr. **Mitchell**. The low-balling or the potential for low-balling which is of enormous concern.

Mr. **Trimble**. Yes, sir, the apparent. I would say with respect to the low-balling, I would not choose to use that word.

Mr. **Mitchell**. It isn't a very nice expression. I can't think of another one, though.

Mr. **Trimble**. It implies that perhaps, but I would say that we are in a competitive bid process. We do indeed work against a profit and loss statement. We do not think our profits are excessive, and we work extremely hard to qualify, first of all, to please our customer and to qualify for any additional benefits or any additional award that he would be willing to give us.

The participation in the small and disadvantaged business utilization program is just one of a number of factors that our customers measure us on at the time that they make their decision as to what percentage of the available award fee funds will be awarded to Martin Marietta, and I am sure they do it with all other firms.

I do not know of any overt effort on our part to low ball it, merely to achieve and obtain a higher award fee. I think it is probably because, Mr. Chairman, I do believe this to be significant, that at the time that these plans are made out, before contract award, and at the point in time that we are now, many, many things have changed. Some of these contracts are several years old, and the plans were made out many years or several years back. That is the figure that shows up in that block 14 that you referred to.

Now, one thing that can change, sir, is the major buy plan. At one time we and the Government agreed that we would make so much and that we would buy certain items. These plans are flexible and they change and they should be for the benefit of the Government in most instances. An increase that you would see in line 16 would reflect that during the period from the time of contract award to the time of the submittal of this particular report, that the contractor and the Government have agreed that more items will actually be purchased, and this is to the benefit of the small and disadvantaged business community.

Mr. MITCHELL. Look, I am not knocking it. If that is true, I am delighted by it.

Mr. TRIMBLE. Yes, sir.

Mr. MITCHELL. Go ahead.

Mr. TRIMBLE. That is real, and I would say it counters the argument that we purposely set the goal so low merely to achieve a higher award fee.

Then, as Mr. Watkins pointed out, the system has been set up in such a way that as you add changes under half a million dollars, under $500,000, you do not have to go back and change your plan. Yet, this causes the value of the total contract to creep up in, we will say increments of less than $500,000, and also makes available greater opportunities for subcontracting.

Mr. MITCHELL. In this particular contract, without any significant increase in the dollar amount of the contract, without as much as a half million dollar increase, you were able to triple your commitment, is that correct?

Mr. TRIMBLE. No, sir. May I clarify?

Mr. MITCHELL. There is no increase in the contract dollar.

Mr. TRIMBLE. No, sir, I don't mean to be impolite, but as I understand your discussion with the NASA men here earlier, you indicated that we went from $65 million to $78 million in the total contract value. There was a growth of approximately $13 million on that contract, because of approved changes to the contract. Those are the statistics that I heard you give earlier, sir.

Mr. MITCHELL. Maybe we are not talking about the same contract. Didn't you just say, Mr. Watkins, that no change was made because there was no change in the value greater than a half million dollars?

Mr. WATKINS. The plan wasn't changed. The prime contract was changed obviously with the increase from $65 million to $78 million.

Mr. MITCHELL. Do you think you ought to change the plan when you come in with a hefty increase like that?

Mr. WATKINS. Should we change the plan?

Mr. MITCHELL. Yes.

Mr. WATKINS. There is no requirement to change the plan.

Mr. MITCHELL. No, I didn't say whether there was a requirement. What do you think? Don't you think it would be more equitable to change the plan?

Mr. WATKINS. That may be true, but the fact that the contracting activity increase, we will continue to pursue small and small disadvantaged business for the award of those contracts. That is where the tripling of the dollar awards came from.

Mr. Mitchell. Maybe we ought to make a note. I certainly don't want to do it in terms of any legislation, but it certainly would seem feasible to me, if you have significant increase in the dollar volume of the contract over a period of time, then at least you ought to review that plan, at that time. That is a decision I guess we would have to kick around.

Mr. Trimble. Mr. Chairman, may I further respond to that?

Mr. Mitchell. Sure.

Mr. Trimble. I have some knowledge of the background of the bill, and the discussions that took place prior to passage of Public Law 95-507, and some knowledge of the problems of implementation when the law was initially passed. The $500,000 level for supply-type contracts and $1 million for construction contracts was set at a level to attempt to relieve some of the burden for reporting, some of the internal administrative process or difficulties that are inevitably associated with laws of this sort, and I think that in the wisdom of Congress, the $500,000 threshold was established just to avoid a lot of additional paperwork on these incrementals.

I do see your point that as you put a number, we will say $250,000 amendments to it over a period of time, there is a cost growth there that probably should be reflected.

Mr. Mitchell. The law does not speak to this problem, you are right. But I am merely suggesting that maybe we ought to take a look at that in terms of a more equitable handling of these problems.

Mr. Watkins. While we may not change the plans in this regard, we do continue to pursue awards to small and small disadvantaged business any time there is an increase in the subcontracting activity.

Mr. Mitchell. Then maybe for your own internal housekeeping you ought to update your plan. Otherwise it is very misleading.

We have a similar kind of sheet for you, Mr. Peterson. Do you have a copy of this?

Mr. Petersen. Oh, no.

Mr. Mitchell. We will give you one. This is on 27-980.

Would you supply him with a copy, please?

I am merely trying to get clarification. I am looking at line 12, the dollar value of the prime was $39.6 million. Do you see that?

Mr. Petersen. Yes, $39,697,000.

Mr. Mitchell. Then the estimated value of the commitments in the plan is, $34 million?

Mr. Petersen. That is what it says. It seems high, doesn't it?

Mr. Mitchell. Explain that to me.

Mr. Petersen. I haven't seen this before as far as trying to evaluate it and explain it. I am sorry I can't. I can submit some information at a later date. I could speculate that a portion of this contract, a major portion, is being contracted out of our Rocketdyne Division, but I can't explain the numbers in any detail.

Mr. Mitchell. Now, for both of you gentlemen, and I praised Martin Marietta for its investment into the Maxim Corp. I praised both of you for what you have been doing up to a certain point in terms of small business. You may have made an effort it is clear based on the data, and yet it appears that the subcontracts to small business have been decreasing over the last 3 years for the both of you. There was a continued pattern of growth by both of your corporations up until 3 years ago, and now we see a decrease in your commitments to small business.

In fiscal year 1981, for example, this is Rockwell, you had 37.6, and it dropped by a full 6 percentage points by 1983, and there is similar data for you. How do you explain the decrease?

Mr. PETERSEN. That is explainable because of the amount of large business that was subcontracted with our major aircraft program. Much of the subcontracting dollars went to large business at the outset of that program. If you look at the total small business dollars themselves, the commitments increased from 1982 to 1983. The total subcontracting base went up substantially because of the awards to the larger air frame and systems subcontractors on our bomber program. That is why for that given year it looks like the small business percentage drops, but, in fact, the dollars in absolute terms go up.

Mr. MITCHELL. But those are to large business?

Mr. PETERSEN. Yes, in other words, the percentage to large business increased that year.

Mr. MITCHELL. What is your explanation on this?

Mr. TRIMBLE. My explanation has several parts to it. Number one relates to the complexity of the items we are getting into our contract requirement area, more complex items than we had, which tend to drive us away from the smaller firms.

Second, part of it relates to the fact that these contracts are mature and some of the small firms have become large firms, but we have chosen not to take business away from them and recompete it, make it available for the smaller firms. Those two are the major factors, Mr. Chairman, that I see having caused this change.

Mr. MITCHELL. One last question from me. I have a number of questions that I will submit to you, and if you would be kind enough to respond as quickly as possible, I would appreciate it.

Mr. TRIMBLE. Yes, sir, we will.

Mr. MITCHELL. Do you expect this trend to continue? If it does, it is kind of ominous for small and small disadvantaged business.

Mr. Petersen.

Mr. PETERSEN. No, I wouldn't expect this trend to continue. There are the initial awards to large business, and they are shown in the commitment values in 1 year for a several year effort. That is why the commitments in a subsequent year to large business would look small. The large businesses would be working on those contracts committed in a prior year. Therefore I would not expect the small or disadvantaged percentage to continue to decrease.

Mr. MITCHELL. What is your prognostication, Mr. Trimble?

Mr. TRIMBLE. I am afraid to predict, to be quite honest. It is a matter of concern. We are indeed a little bit chagrined to look at the figures and note that we have a reduction from 1981 to 1983. We are aware, as I indicated in my opening remarks, that matters like warranties are making prime contractors more hesitant to run the risk of working with the small and disadvantaged firms.

The data rights issue is just appearing on the scene with greater requirements that we give up the data, and the small firm's whole lifeblood frequently depends upon their ability to protect that.

I know I am digressing here, but we have a corporate policy that says that we will provide the Government with every bit of data that we have, and there are no restrictions. But there are vendors and subcontractors that are refusing to bid because of this, and when they refuse to bid, we have to pull it in-house. These are trends and these are events that we prime contractors have no control over, which I think have some ominous implications regarding the ability for us to break out this work and subcontract it, so I am unable to predict what the future really holds for us.

Mr. **MITCHELL**. I would appreciate it if you would give me your thoughts on these new requirements in writing. I would like to share them with the other members of the Small Business Committee. Maybe we ought to take another look see at some of these requirements.

Mr. **TRIMBLE**. Yes, sir. I will be very pleased to.

Mr. **MITCHELL**. I appreciate it. Gentlemen, all of you, I appreciate your coming here. Thank you very much. I am not ecstatic. Far from it; let it go at that.

Mr. **MITCHELL**. Our next and last group consists of Everett C. Gray, corporate director of material from the corporate offices of General Dynamics, and Robert Ryan, the small and small disadvantaged program administrator for the Boeing Co.

Gentlemen, you both submitted to us really voluminous testimony, which is very thorough, very complete, and we appreciate your having done that. Having said that, if you so desire, the entire testimony can be submitted for the record and you can speak to the high points of your testimony if you so desire.

Mr. Gray.

TESTIMONY OF EVERETT C. GRAY, CORPORATE DIRECTOR OF MATERIAL, GENERAL DYNAMICS CORP.

Mr. **GRAY**. Thank you, Mr. Chairman. As you mentioned, I am the corporate director of material. I am located at our corporate office in St. Louis.

I do want to read a part of the testimony here, and I will try to abbreviate it.

I would like to make it clear that our definition of subcontracting includes procurement of all supplies, materials and parts, including major systems, procured by General Dynamics for its various defense products. We have a number of objectives that we must meet in doing this. That includes, of course, procuring fully satisfactory products delivered at the time and place needed, and at a fair and reasonable cost. These objectives, of course, must be met within the constraints of law, our various prime contract provisions and any applicable regulations. This naturally includes Public Law 95-507, the regulations regarding competition, the specifics of the prime contract, and delivery schedules established with our vendors in a manner that will allow us to deliver our end products on time.

It is a little bit difficult to speak of the General Dynamics procurement organization, as it actually consists of several organizations, each established to provide the necessary materials for the division to which it is responsible. None of our manufacturing operations are in St. Louis. We have separate divisions responsible for the manufacture of aircraft, strategic missiles, tactical missiles, gun systems, tanks, electronics, and submarines, and these are involved in a number of programs that are quite well known, the F16, the M1 tank, the Trident submarine, and so on.

Each of these divisions has its own procurement management organization which reports to the general manager of the division, and on what we call a dotted line to my office in St. Louis. The activities of the organizations vary a little bit from place to place, because of the different types of business in which they are engaged. We are consistent, however, in having a small disadvantaged business administrator assigned at each division. This individual is responsible for carrying out our small and disadvantaged procurement program, under the specific direction of the vice president or director of procurement at each location, and under my general policy guidance from the corporate office.

A disadvantaged business program has been developed by each of our divisions, under the guidance and direction of our corporate policy. An executive memorandum established the basis for that policy well before the passage of Public Law 95-507. Following passage of the law, that executive memorandum was reissued to clearly direct our personnel throughout the corporation to conform to the law in every respect; not simply because it was the law, but also because it was the right thing to do. Corporate establishes annual internal goals for each of our divisions and subsidiaries, commercial as well as defense, and reports performance against those goals to our divisional general management, as well as to top corporate management.

We have provided a chart that outlines the goals established for each of our divisions during 1983 as well as the results achieved by each of those divisions. As you will see by looking at that chart, while some of their goals were exceeded significantly others did not meet them, but the overall achievement was significantly above what was originally perceived to be an extremely difficult goal. We placed a little over $41 million, I think it was $41,328,000—I don't have it right in front of me here—compared to a goal we established of $41 million for the corporation.

We have for several years conducted a competition among our personnel, which results in a substantial merchandise award that is worth approximately $1,500, that is given to the individual in the corporation considered to have done the most for disadvantaged business firms during the previous year. We also have a corporate policy concerning disadvantaged business, a copy of which we provided in the text materials that we gave you. We also conduct a training session for divisional procurement management, in order to ensure that our corporate policy is clearly understood.

We publish a brochure entitled "How to Sell to General Dynamics" that lists each of our divisions and subsidiaries, the products they manufacture, the procurement management down to the first level of supervision, and the products which each is responsible for procuring. These brochures are made available to any supplier upon request, and the attention of small and disadvantaged firms is called to a listing of our small/disadvantaged business administrators who have the responsibility for guiding these firms to the proper buying personnel, and assisting them, not only in their initial contacts with General Dynamics, but also in the event of any problems being encountered during our subsequent business relationship.

The corporate office also publishes a quarterly report of active disadvantaged firms, which lists the names and addresses of these firms, their principal products, and the General Dynamics divisions which have utilized their services. This is particularly useful to our buyers, as it provides a ready reference to other divisions which can report on the capability and experience with these firms.

Each of our divisions has issued procedures in compliance with our corporate policy, the requirements of Public Law 95-507, and the implementing regulations contained in our prime contracts. One of the principal features of these divisional procedures is to identify the duties of the small/disadvantaged business administrator. These administrators are responsible for identification of small, disadvantaged, and women-owned firms; identification of appropriate buyers and matching supplier capabilities to our requirements; preparation of contractual plans and goals as required by the public law and its implementing regulations; and preparation of the quarterly 295 reports and the semiannual contract-by-contract 294 reports.

They are also responsible for management reporting, which varies from division to division, which is accomplished on a monthly, quarterly, and semiannual basis.

Mr. MITCHELL. To whom do these individuals report?

Mr. GRAY. In most cases they report to the vice president or director of materials at the individual divisions.

Mr. MITCHELL. I am sorry I interrupted.

Mr. GRAY. That is all right.

They analyze our progress and identify any areas in which unsatisfactory progress is being experienced. They also analyze parts lists, procurement history, and supplier quotations to be utilized in preparation of our prime contract proposals.

They attend and sometimes arrange for sponsorship of small/disadvantaged procurement fairs, conduct in-house training seminars, and administer the divisional incentive award programs. I mentioned earlier that we have a corporate incentive award program, but each of the divisions have a similar program within the division, the winner of which is usually the nominee for the corporate award.

Divisional practices, as required by their procedures, require preparation of contract-by-contract plans and goals, yearly objectives for buyers, evaluation of buyer performance to those objectives, buyer training programs, management training seminars, monitoring of the divisional performance to its goals, and utilization of the Small Business Administration's procurement and source selection [PASS] automated supplier index, as well as other available directories.

Each of our divisions maintains membership in the regional minority purchasing council in which it is located, and provides assistance in a variety of ways to disadvantaged business enterprise suppliers. This may be in the form of technical, management, quality, sales, financial or any other appropriate area of assistance.

In your letter requesting our participation in these hearings, you asked what changes have taken place in our procurement activities since passage of Public Law 95-507. There haven't been many changes, but the first and most obvious is the considerable activity required to prepare contract-by-contract plans and goals. This has largely been accomplished by standardizing on the plans and by negotiation of contractual goals with the procuring agencies. A secondary, and far more difficult change, is the effort now given to preparation of contract-by-contract reports. This occupies quite a lot of time, and results in the issuance of many reports, which are extremely difficult to interpret without detailed knowledge of the contractual status of each contract, but are nevertheless required by the regulations implementing the law.

We believe it would make sense to establish an annual overall goal for each division covering all procurement activity during the year. This would result in a single report for each location, and be far more meaningful, since it would be related to all procurement activity taking place during the reporting period.

The reason that these changes that I mention are so few is that implementation of the basic intent of the law we think was already in place at our procurement locations.

You asked for our small/disadvantaged procurement statistics for the years of 1981, 1982, and 1983. We have provided that information on a chart which identifies the prime contract sales value to General Dynamics in those years, and relates that value to the total subcontract awards. Actually, that is the total procurement awards, not just subcontracts, during the same years. Our procurement activities are responsible for approximately 40 percent of the prime contract value as an average across the corporation, and probably something like 50 to 60 percent of the cost.

For the most part, General Dynamics builds major weapons systems, as I mentioned during my opening remarks, and consequently a very large proportion of our procurement is spent in procuring major subsystems which are available only from large, high-technology firms. Nevertheless, approximately 30 percent of our procurement value is placed with small business firms. Due to the impact of the large business awards requiring high technology, small disadvantaged business, which is included within the small business category, receives only about 1 percent of the total procurement value.

Until 1981, the percentage of awards to small disadvantaged firms increased steadily from when we started keeping records back in about 1972 or 1973, but the last 3 years have been disappointing as a percentage, although the dollar value is again ascending. This seems to be caused by a combination of factors, the most important of which is probably maturity of the programs representing the largest proportion of our procurement dollars. We have usually found it easier to place business with disadvantaged firms in the early stages of our programs because we have substantial needs for temporary engineering personnel, tool building subcontractors, tech manual subcontractors, and a number of support service suppliers, much of which is available from small/disadvantaged firms. The need for these services significantly decreases as we move deeper into production programs, while at the same time, the material cost, in total, becomes much larger as higher rates of production are achieved, giving us a lower percentage of disadvantaged business awards, or at least tending to wipe out gains which may have been made in other areas.

Our history in awards to disadvantaged business was progressing very well beginning in about 1976. We had a very low record up until that point, but partly it was caused because we didn't really know who the minority business firms were. We weren't keeping good records, and then we started keeping the records and the information became more valid, and we have had a continual growth since that time.

We worked hard to make our program successful. We have had annual awards approaching $900 million to small business and over $40 million to disadvantaged firms. We will continue to work the problem. We will continue to welcome proposals from small business and small disadvantaged business to participate in our procurement activities.

[Mr. Gray's prepared statement with attachments follows:]

PREPARED STATEMENT OF EVERETT C. GRAY, CORPORATE DIRECTOR OF MATERIAL, GENERAL DYNAMICS CORP.

General Dynamics appreciates the opportunity to testify before your Committee today. My name is Everett Gray. I am the Corporate Director of Material and I am located at our Corporate Offices in St. Louis, Missouri. I have a set of slides I would like to use today to describe the General Dynamics subcontracting program.

I would first like to make it clear that our definition of subcontracting includes procurement of all supplies, materials and parts, including major systems, procured by General Dynamics for its various defense products. I should also mention at the outset that the primary objectives of our various procurement organizations are to procure fully satisfactory products, delivered at the time and place needed, at a fair and reasonable cost. These objectives, of course, must be met within the constraints of law, our various prime contract provisions, and any applicable regulations. This naturally includes Public Law 95-507, the regulations regarding competition, the specifications of the prime contract, and delivery schedules established in a manner that will allow us to deliver our end products on time.

It is a little bit difficult to speak of the General Dynamics procurement organization, as it actually consists of several organizations, each established to provide the necessary materials for the division to which it is responsible. While our Corporate Headquarters is located in St. Louis, none of our manufacturing operations are in that immediate area. We have separate divisions responsible for the manufacture of aircraft, such as the F-16 at Fort Worth; strategic missiles, such as the Cruise Missile at our Convair Division in San Diego; tactical missiles and gun systems, such as the Standard Missile and Phalanx gun system at our Pomona Division in California; and land-based weapons systems, such as the M1 Tank, built in Warren, Michigan, just outside of Detroit, and at Lima, Ohio. We also build submarines, the Trident and the 688-Class Attack Submarines, at Quonset Point, Rhode Island and Groton, Connecticut. And our Electronics Division builds avionics test equipment for the F-16 and the B-1B in San Diego.

Each of these divisions has its own procurement management organization, which reports to the General Manager of the division, and on a dotted line to my office in St. Louis. The activities of these organizations vary somewhat from place to place because of the different types of business in which they are engaged. We are consistent, however, in having a small/disadvantaged business administrator assigned at each division. This individual is responsible for carrying out our small and disadvantaged procurement program, under the specific direction of the Vice President or Director of Procurement at each location, and under my general policy guidance from Corporate.

③ A disadvantaged business program has been developed by each of our divisions, under the guidance and direction of our Corporate policy. An executive memorandum established the basis for that policy well before the passage of Public Law 95-507. Following passage of the law, that Executive Memorandum was re-issued to clearly direct our personnel throughout the Corporation to conform to the law in every respect; not simply because it was the law, but also because it was the right thing to do. Corporate establishes annual internal goals for each of our divisions and subsidiaries, commercial as well as defense, and reports performance against those goals to our divisional general management, as well ④ as to top Corporate management. For example, this chart outlines the goals establised for each of our divisions during 1983, as well as the results achieved by each division. As you can see, while some exceeded their goals significantly, and others did not make them, the overall achievement was significantly above what was originally perceived to be an extremely difficult goal. ⑤ We have for several years conducted a competition among our personnel, which results in a substantial merchandise award worth approximately $1500 given to the individual in the Corporation considered to have done the most for disadvantaged business firms during the previous year. We also have a Corporate policy concerning disadvantaged business, a copy of which is included in our text materials forwarded to your office. We also conduct a training session for divisional procurement management, in order to insure that our Corporate policy is clearly understood.

We publish a brochure entitled, "How To Sell To General Dynamics," which lists each of our divisions and subsidiaries, the products which they manufacture, the procurement management down to the first level of supervision, and the products which each is responsible for procuring. These brochures are made available to any supplier upon request, and the attention of small and disadvantaged firms is called to a listing of our small/disadvantaged business administrators who have the responsibility for guiding these firms to the proper buying personnel, and assisting them, not only in their initial contacts with General Dynamics, but also in the event of any problems being encountered during our subsequent business relationship.

The Corporate Office also publishes a quarterly report of active disadvantaged firms, which lists the names and addresses of these firms, their principal products, and the General Dynamics divisions which have utilized their services. This is particularly useful to our buyers, as it provides a ready reference to other divisions which can report on the capability and experience with these firms.

⑥ Each of our divisions has issued procedures in compliance with our Corporate policy, the requirements of Public Law 95-507, and the implementing regulations contained in our prime contracts.

One of the principal features of these divisional procedures is to identify the duties of the small/disadvantaged business administrator. These administrators are responsible for identification of small, disadvantaged, and women-owned firms; identification of appropriate buyers and matching supplier capabilities to our requirements; preparation of contractual plans and goals as required by the Public Law and its implementating regulations; and preparation of the quarterly 295 reports and the semi-annual contract-by-contract 294 reports.

They are also responsible for management reporting, which is accomplished on a monthly, quarterly, and semi-annual basis. They analyze our progress and identify any areas in which unsatisfactory progress is being experienced. They also analyze parts lists, procurement history, and supplier quotations to be utilized in preparation of our prime contract proposals.

They attend and sometimes arrange for sponsorship of small/disadvantaged procurement fairs, conduct in-house training seminars, and administer the divisional incentive award programs. I mentioned earlier that we have a Corporate Incentive Award program, but each of the divisions have a similar program within the division, the winner of which is usually the nominee for the Corporate award.

Divisional practices, as required by their procedures, require preparation of contract-by-contract plans and goals, yearly objectives for buyers, evaluation of buyer performance to those objectives, buyer training programs, management training seminars, monitoring of the divisional performance to its goals, and utilization of the Small Business Administration Procurement And Source Selection (PASS) automated supplier index, as well as other available directories.

Each of our divisions maintains membership in the Regional Minority Purchasing Council in which it is located, and provides assistance in a variety of ways to disadvantaged business enterprise suppliers. This may be in the form of technical, management, quality, sales, financial or any other appropriate area of assistance.

⑤ In your letter requesting our participation in these hearings, you asked what changes have taken place in our procurement activities since passage of Public Law 95-507. The first and most obvious is the considerable activity required to prepare contract-by-contract plans and goals. This has largely been accomplished by standardizing on the plans and by negotiation of contractual goals with the procuring agencies. A secondary, and far more difficult change, is the effort now given to preparation of contract-by-contract reports. This occupies quite a lot of time, and results in the issuance of thousands of reports, which are extremely difficult to interpret without detailed knowledge of the contractual status of each contract, but are nevertheless required by the regulations implementing the law.

We believe it would make sense to establish an annual overall goal for each division covering all procurement activity during the year. This would result in a single report for each location, and be far more meaningful, since it would be related to all procurement activity taking place during the reporting period.

Another feature of the implementation of Public Law 95-507 is the perceived requirement that each prime contractor should establish subcontractor plans and goals, and subsequently monitor the progress of the subcontractor toward achieving those goals. On the surface, this seems to make a lot of sense, but unfortunately it is highly impractical. Many of these subcontractors have active subcontracts from a dozen or more prime contractors, and prime contracts from a variety of procuring agencies, all of which are active at the same time. They can then, therefore, have 10, 20, or perhaps more customers monitoring their procurement plans, goals, and progress. In most cases, these suppliers have resident Administrative Contracting Officers, and if not, the equivalent responsibility is handled by the local Defense Contract Audit Agency office. If they were required to have a single annual plan, goal, and report of progress, to be reviewed and judged by the ACO or DCASR, as well as the SBA, I am confident many thousands of wasted manhours could be avoided.

With all this emphasis on reporting, our small/disadvantaged business administrators find that they have sharply reduced time available for supplier opportunity development, which should be their highest priority.

These are the major changes since implementation of Public Law 95-507, and the reason these changes are so few is that implementation of the basic intent of the law was already in place at all of the General Dynamics procurement locations.

⑨ You asked for our small/disadvantaged procurement statistics for the years of 1981, 1982, and 1983. This chart identifies the prime contract sales value to General Dynamics in those years, and relates that value to the total subcontract awards (actually total procurement awards), during the same years. Our procurement activities are responsible for approximately 40% of the prime contract value, and probably something like 50%-60% of the cost.

For the most part, General Dynamics builds major weapons systems, as I mentioned during my opening remarks, and consequently a very large proportion of our procurement is spent in procuring major subsystems which are available only from large, high-technology
⑩ firms. Nevertheless, approximately 30% of our procurement value is placed with small business firms.

Due to the impact of the large business awards, small disadvantaged business, which is included within the small business category, receives only about 1% of the total procurement value.

1) Until 1981, the percentage of awards to small disadvantaged firms increased steadily but the last three years have been disappointing as a percentage, although the dollar value is again ascending. This seems to be caused by a combination of factors, the most important of which is probably maturity of the programs representing the largest proportion of our procurement dollars. We have usually found it easier to place business with disadvantaged firms in the early stages of our programs because we have substantial needs for temporary engineering personnel, tool building subcontractors, tech manual subcontractors, and a number of support service suppliers, much of which is available from small/disadvantaged firms. The need for these services significantly decreases as we move deeper into production programs, while at the same time, the material cost becomes much larger as higher rates of production are achieved, giving us a lower percentage of disadvantaged business awards, or at least tending to wipe out gains which may have been made in other areas.

2 I would like to present one more chart, which reports the history of General Dynamics' awards to disadvantaged business firms since these records were first kept in 1972. A word of caution -- during the periods 1972 through 1975, our recognition of disadvantaged firms, or minority firms as they were referred to at that time, was not very accurate and some divisions were unable to report. We simply didn't know which firms were minority firms, and no real emphasis had been placed on the program at that point. Beginning in 1976, however, our records substantially improved, and we have had almost continual growth since that time. This chart includes all purchases, commercial as well as defense.

Mr. Chairman, we at General Dynamics have worked hard to make our program successful, and I believe that annual awards approaching $900 million dollars to small business and over $40 million to disadvantaged firms is evidence of that success. We will continue to work the problem and we will continue to welcome proposals from small business and small/disadvantaged business to participate in our procurement activities.

This concludes my prepared remarks, and if you have any questions, I will attempt to provide answers.

Thank you.

GENERAL DYNAMICS

CORPORATE POLICY AND PROCEDURE

EFFECTIVE 10-16-81
PAGE 1 OF 3
NUMBER 6-2

RESPONSIBLE INDIVIDUAL/DEPARTMENT
E. C. Gray/Material

APPROVED:
Warren G. Sullivan
Corporate Vice President - Industrial Relations

SUBJECT: DISADVANTAGED BUSINESS ENTERPRISES PURCHASING POLICY

PURPOSE

To state General Dynamics' commitment to the maximum utilization of Disadvantaged Business Enterprises (DBE's) in purchasing goods and services; to establish responsibility for the program; and to provide guidelines and specific required actions by Divisions to permit the Corporate Office to monitor results to assure the program's success.

POLICY

It is the Company's policy to afford maximum competitive opportunities to DBE's in supplying purchased goods and services. The Corporate Vice President-Contracts and Pricing is charged with the responsibility to implement this equal opportunity policy on a Corporatewide basis.

PROCEDURE

1. Corporate Responsibility

The Corporate Vice President-Contracts and Pricing is responsible for developing, monitoring and improving the Corporatewide DBE Purchasing Program.

2. Data Reporting

Each Division shall submit a semi-annual report to the Corporate Headquarters (Attention: Director of Material), including, but not limited to, the following:

A. Number and value of orders placed with DBE's semi-annually and year to date.

B. Description of any DBEs classes, seminars, etc., conducted (for employees and for DBE firms/associations).

C. Potentially controversial issues arising from DBE purchasing activities.

D. New or revised brochures prepared to assist DBE's.

E. Special assistance to DBE's; (management, technological, financial).

3. Goal Setting

The Corporate Vice President-Contracts and Pricing will establish internal annual Corporate and Divisional goals for purchases from DBE's. Goals are not for dissemination outside of General Dynamics.

4. Monitoring Performance

A. The Corporate Director of Material will analyze Divisional reports; periodically visit Divisions; selectively attend local trade fairs, seminars, and training meetings; identify and disseminate to Divisions activities found to be successful; request through the Corporate Vice President-Contracts and Pricing corrective action by management of Divisions not achieving objectives; and prepare semi-annual Corporate progress reports for review by management.

B. The Corporate Director of Material will submit to the Corporate Director - Equal Opportunity Programs a copy of the Divisional semi-annual report which details the Company's performance status with DBE's.

5. Identifying Disadvantaged-Owned Suppliers

Divisions shall utilize the services of Regional Minority Supplier Development Councils, the Small Business Administration's Procurement Automated Source System (PASS), and available directories (such as "TRY US") to identify potential disadvantaged business suppliers. They shall also encourage and assist DBE firms to be included in the PASS data base.

6. Assistance to Qualifiable DBE Suppliers

Divisions shall provide assistance to qualified DBE's as appropriate in the following areas:

A. Technological.

B. Managerial.

C. Manufacturing Techniques.

D. Quality Control.

E. Financial; (assistance in obtaining commercial loans; progress payments; furnishing of material normally procured by the supplier, or otherwise assist supplier to obtain material at a reasonable price; prompt or accelerated payment of invoices; acceptance of increased frequency of invoices; and bookkeeping discipline assistance).

F. Industry pricing practices; (not including competitors' data).

G. Bid preparation procedural assistance.

H. Payment of temporary premiums in order to develop or broaden competition. This practice may require special approval by higher management or the customer.

I. "Split awards" on a temporary basis to develop competition.

J. Secure assistance from voluntary executive programs and local economic development groups.

7. Coordination with Industrial Relations

The Corporate Director - Equal Opportunity Programs will receive a copy of the semi-annual report detailing the status of DBE programs for monitoring purposes and to coordinate with the Corporate Director of Material any items resulting from the review of this report. This data will also be used by the Divisional Equal Opportunity Program personnel for annual affirmative action coordination and planning.

REFERENCES

1. Executive Memorandum No. 79-7: "Small/Disadvantaged Businesses."

2. Executive Memorandum No. 76-2: "Minority Business Enterprises."

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

DESCRIPTION OF GENERAL DYNAMICS SUBCONTRACTING PROGRAM

DEFINITION OF SUBCONTRACTING

PRIMARY OBJECTIVES:

- FULLY SATISFACTORY PRODUCTS
- TIMELY AVAILABILITY
- FAIR AND REASONABLE COST
- WITHIN CONSTRAINTS OF LAW, PRIME CONTRACT PROVISIONS, AND APPLICABLE REGULATIONS
  - PUBLIC LAW 95-507
  - COMPETITION
  - SPECIFICATIONS
  - SCHEDULES

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Description of General Dynamics Subcontracting Program (Continued)

- Organization
  - Corporate
  - Divisions
    - Aircraft (F-16)
    - Strategic Missiles (Cruise Missile)
    - Tactical Missiles and Gun Systems (Standard Missile & Phalanx Gun Sys.)
    - Land Based Weapon Systems (M-1 Tank)
    - Submarines (Trident & 688 Class Attack Submarines)
    - Electronics (Avionics Test Equipment for F-16 & B-1B)
  - Procurement Management
  - Small/Disadvantaged Business Administrator

GENERAL DYNAMICS

EXECUTIVE MEMORANDUM
No. 79-7
6 November 1979

To: Division Managers, Subsidiary Presidents and Corporate Officers

Subject: Small/Disadvantaged Businesses

Reference: (a) Executive Memorandum No. 76-2, dated 23 March 1976

1. Public Law 95-507 redefines "minority business enterprise" as a "small business concern owned and controlled by socially and economically disadvantaged individuals" ("small disadvantaged business concern") and is also applicable to small businesses. This memorandum updates Executive Memorandum No. 76-2, dated 23 March 1976, to reflect this terminology change, but continues the basic policy stated in that memorandum.

2. The affording of competitive opportunities to small/disadvantaged businesses in furnishing the goods and services we purchase is an integral part of the material management philosophy of General Dynamics Corporation.

3. We are committed to increasing our opportunities for competitive procurement through an expansion of the vendor base with which we deal. Small/disadvantaged businesses provide us an excellent opportunity to enlarge our buying base and provide for the close cooperation which can exist between these organizations and ourselves.

4. This company is committed to the concept of providing equal opportunities to small disadvantaged businesses, and all members of management are expected to work toward placing General Dynamics in a position of leadership and excellence with respect to this important aspect of equal opportunity.

5. Coordination of this effort will be accomplished through the Corporate Director of Material, who has material management as a primary function. I expect to follow the results of this effort closely to insure that all divisions of the company are responsive to this basic company policy.

David S. Lewis
Chairman

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

1983 DISADVANTAGED BUSINESS

DIVISION	DISADVANTAGED BUSINESS GOAL FOR 1983 $(000's)	DISADVANTAGED COMMITMENTS THRU 12/31/83 $(000's)
CONVAIR	5,000	8,178
CORPORATE/DATA SYSTEMS	400	61
DATAGRAPHIX	1,600	1,076
ELECTRIC BOAT	5,000	5,990
ELECTRONICS	2,300	2,881
FORT WORTH	10,400	5,919*
LAND SYSTEMS	4,000	4,910
MATERIAL SERVICE	2,500	2,342
POMONA	8,500	8,468
QUINCY	1,300	1,543
TOTAL	41,000	41,368

*Fort Worth 1983 Disadvantaged Commitments reduced due to multi-year procurement issued in 1982.

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Disadvantaged Business Program

- Corporate Policy
  - Top Management Commitment - P.L. 95-507
  - Annual Goals
  - Annual Incentive Award
  - Corporate Policy Training Program
  - "How to Sell to General Dynamics" Brochure
  - Quarterly Report of Active Disadvantaged Firms

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Disadvantaged Business Program (Continued)

- Divisional Procedures and Practices
  - Duties of Small/Disadvantaged Business Administrator
    - Identification of Small/Disadvantaged and Women-Owned Firms
    - Buyer Identification & Matching Supplier Capabilities to Requirements
    - Preparation of Contractual Plans & Goals
    - Contractual Reporting (Quarterly and Semi-Annually)
    - Management Reporting (Monthly, Quarterly, Semi-Annually)
    - Analysis of Progress
    - Analysis of Parts Lists, Procurement History, and Supplier Quotations for Proposals
    - Attendance/Sponsorship of Small/Disadvantaged Trade Fairs
    - Conduct In-House Training Seminars
    - Administer Incentive Award Programs

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Disadvantaged Business Program (Continued)

- Divisional Procedures and Practices (Continued)
  - Preparation of Contract-by-Contract Plans & Goals
  - Yearly Objectives for Buyers
  - Evaluate Buyer Performance to Objectives
  - Buyer Training Programs
  - Management Training Seminars
  - Monitoring of Performance to Goals
  - Utilization of PASS and Other Directories
  - Membership in Regional Minority Purchasing Councils
  - Assistance to DBE Suppliers

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

- Changes Since Passage of P.L. 95-507
    - Contract-by-Contract Plans and Goals
        - Standard Plans
        - Negotiable Goals
    - Contract-by-Contract Reports
        - Subcontractor Plans, Goals, and Progress Monitoring
    - Greater Emphasis on Reporting - Reduced Time Available for Supplier Opportunity Development
    - Few Changes Since Implementation of the Basic Intent Was Already in Place

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Procurement Statistics (000's)

	1981	1982	1983
Government Sales	$5,119,985	$5,992,657	$ 6,857,021
Subcontract Awards	1,872,769	2,747,874	2,866,264
Subcontract % of Sales	36.5%	45.8%	41.8%

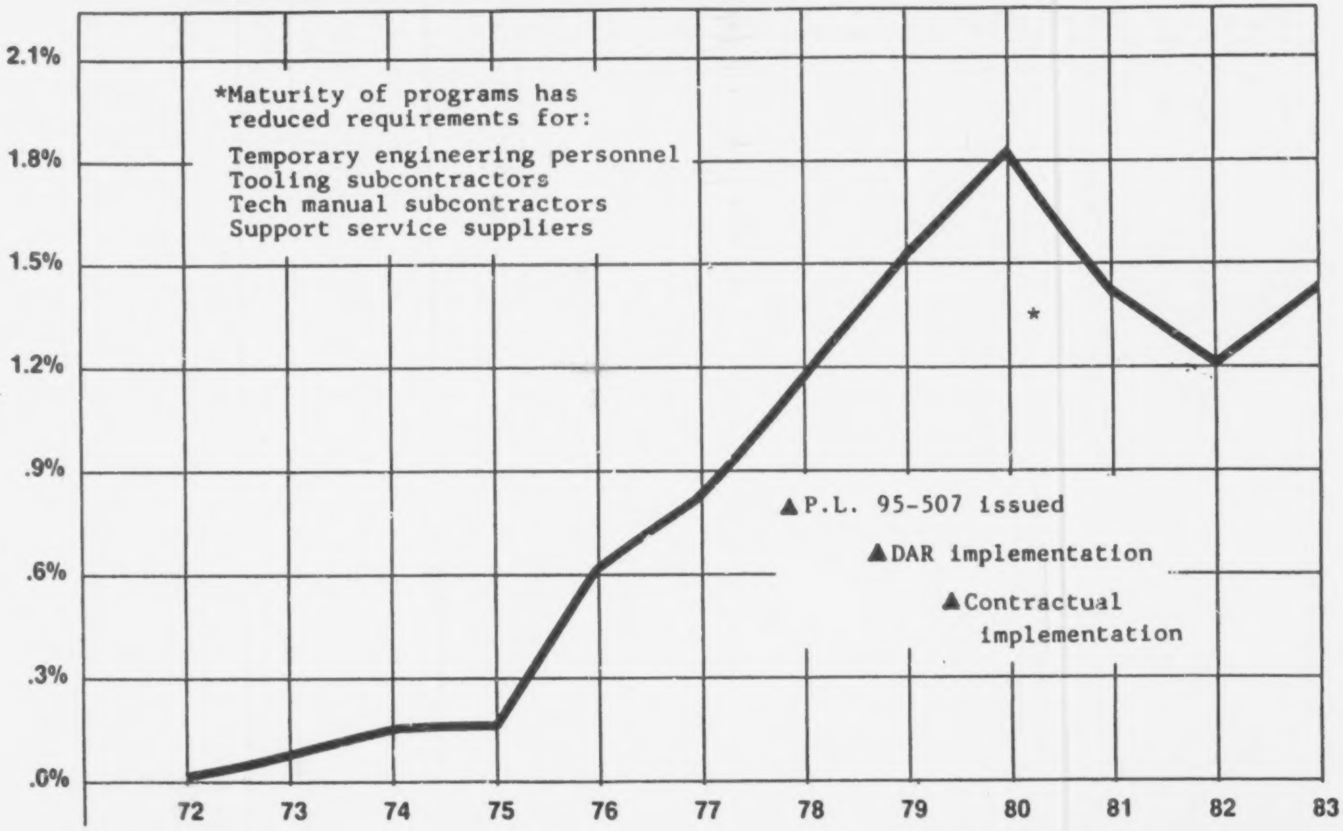
GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

Procurement Statistics (000's)

	1981	1982	1983
Subcontract Awards	$1,872,769	$2,747,874	$2,866,264
Small Business			
Number of Subcontracts	206.9	205.9	207.7
Value of Subcontracts	$ 538,334	$ 729,388	$ 870,881
% of Subc. Awards	28.7%	26.5%	30.4%
Small Disadvantaged Business			
Number of Subcontracts	7.4	10.9	10.1
Value of Subcontracts	$ 19,289	$ 26,383	$ 34,188
% of Subc. Awards	1.0%	1.0%	1.2%

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

DISADVANTAGED BUSINESS PERCENT OF TOTAL COMMITMENTS



*Maturity of programs has reduced requirements for:

Temporary engineering personnel
Tooling subcontractors
Tech manual subcontractors
Support service suppliers

▲P.L. 95-507 issued

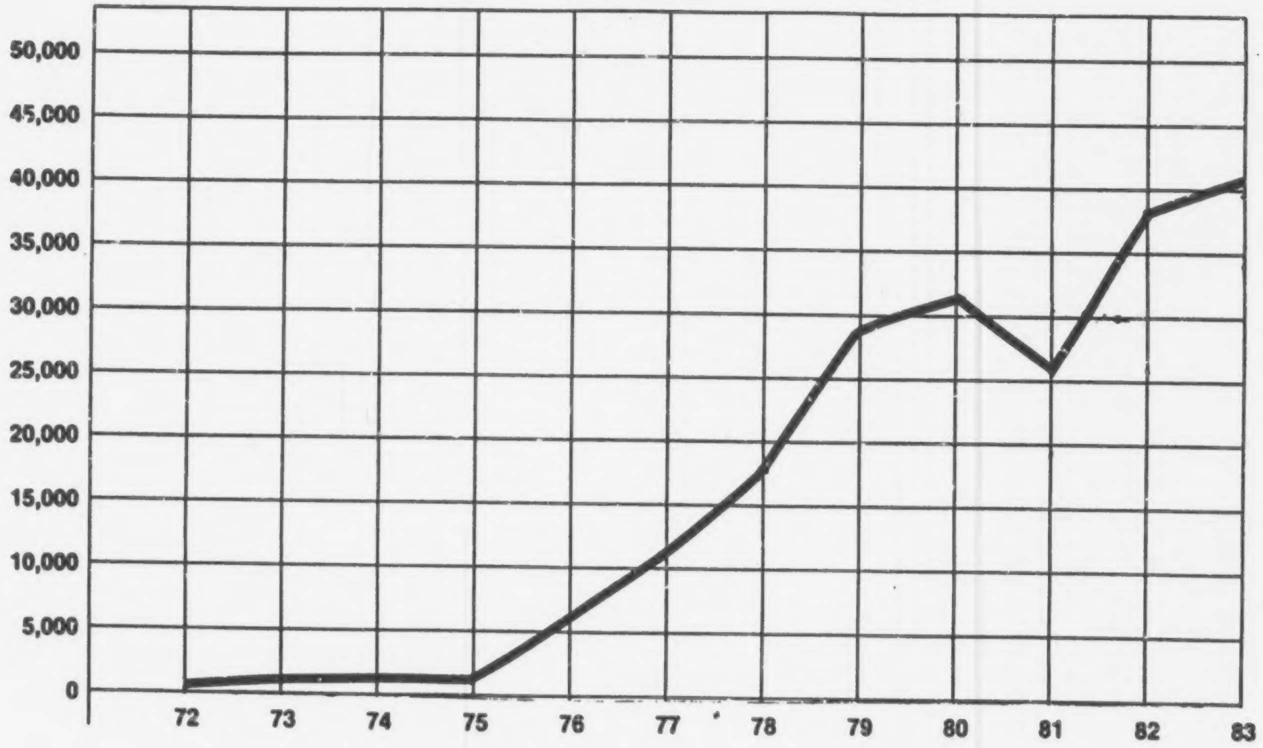
▲DAR implementation

▲Contractual implementation

GENERAL DYNAMICS SMALL/DISADVANTAGED SUBCONTRACTING

COMMITMENTS TO DISADVANTAGED BUSINESS

($000's)



General Dynamics,
Arlington, VA, August 3, 1984.

Hon. Parren J. Mitchell,
House of Representatives, Committee on Small Business,
Washington, DC.

Dear Mr. Mitchell: Enclosed is a marked-up version of the official transcript of Mr. Gray's June 21st testimony before your committee hearings on SBA and SBIC Authority, Minority Enterprise, and General Small Business Problems.

No changes were made in the meaning or substance of any of the testimony, but minor changes were made to correct wording misunderstood by the transcriber.

During the hearings you raised questions concerning five NASA contracts for which our Convair Division had failed to supply SF 294 Forms. These reports have now all been filed with NASA for each of the appropriate reporting periods and the negotiated percentage goals have been substantially exceeded to date in all cases. (None of these contracts include incentive provisions providing rewards for such performance.) Copies of the forms are enclosed for the record.

You had also questioned the accuracy of an SF 294 report submitted to the Army by our Land Systems Division. A revised report was forwarded to your office on July 5, 1984.

We appreciate the opportunity to review the official transcript before its publication.

Very truly yours,

John J. Stirk,
Corporate Director,
Legislative Affairs and Government Relations Counsel.

Enclosures.

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM *(Date)*	TO *(Date)*	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
10-01-83	3-30-84	83-09-1	☒ PRIME CONTRACT ☐ SUBCONTRACT	7-84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)*	8. BUSINESS CLASS. CODE	9. DUNS NO. *(If applicable)*
NAS3-23324	LB	00-958-2891
10. ADMINISTERING AGENCY	11. DATE OF LAST GOVERNMENT REVIEW	12. REVIEWING AGENCY
DCAS MA-San Diego	8-01-83	DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT: 14,817,680

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN: 238,364

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	90,816	38.1
b. SMALL DISAD. BUSINESS CONCERNS	5,959	2.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD DOLLARS	THIS REPORTING PERIOD PERCENT	CUMULATIVE DOLLARS	CUMULATIVE PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*	15,957	100	15,957	100
a. TOTAL SMALL BUSINESS CONCERNS	11,186		11,186	
(1) SMALL DISADVATAGED BUSINESS CONCERNS *(% of 16)*	549	3.4	549	3.4
(2) OTHER SMALL BUSINESS CONCERNS *(% of 16)*	10,637	66.7	10,637	66.7
b. LARGE BUSINESS CONCERNS *(% of 16)*	4,771	29.9	4,771	29.9
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*	N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS	N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C. W. Patmon Small Business Administrator	SIGNATURE	TELEPHONE NO. *(and Area Code)* (619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. O. Berhow Small Business Liaison Officer	SIGNATURE	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM *(Date)*	TO *(Date)*	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
10-01-83	3-30-84	83-09-1	☒ PRIME CONTRACT ☐ SUBCONTRACT	7-84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)*	8. BUSINESS CLASS. CODE	9. DUNS NO. *(If applicable)*
NAS3-23324	LB	00-958-2891
10. ADMINISTERING AGENCY	11. DATE OF LAST GOVERNMENT REVIEW	12. REVIEWING AGENCY
DCAS MA-San Diego	8-01-83	DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT. 14,817,680

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN. 238,364

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	90,816	38.1
b. SMALL DISAD. BUSINESS CONCERNS	5,959	2.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD		CUMULATIVE	
	DOLLARS	PERCENT	DOLLARS	PERCENT
16 TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*	15,957	100	15,957	100
a. TOTAL SMALL BUSINESS CONCERNS	11,186		11,186	
(1) SMALL DISADVATAGED BUSINESS CONCERNS *(% of 16)*	549	3.4	549	3.4
(2) OTHER SMALL BUSINESS CONCERNS *(% of 16)*	10,637	66.7	10,637	66.7
b. LARGE BUSINESS CONCERNS *(% of 16)*	4,771	29.9	4,771	29.9
17 TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*	N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS	N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C. W. Patmon Small Business Administrator	SIGNATURE CWPatmon	TELEPHONE NO *(and Area Code)* (619) 692-8382
20 TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. O. Berhow Small Business Liaison Officer	SIGNATURE DOBerhow	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM (Date)	TO (Date)	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
10-01-83	3-30-84	82-19-2	☒ PRIME CONTRACT ☐ SUBCONTRACT	7-84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, Ca 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)*: NAS3-23315

8. BUSINESS CLASS. CODE: LB

9. DUNS NO. *(If applicable)*: 00-958-2891

10. ADMINISTERING AGENCY: DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW: 8-01-83

12. REVIEWING AGENCY: DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT.: 28,011,700

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.: 953,753

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	286,125	30
b. SMALL DISAD. BUSINESS CONCERNS	38,150	4

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD DOLLARS	THIS REPORTING PERIOD PERCENT	CUMULATIVE DOLLARS	CUMULATIVE PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*	178,682 *	100	353,630	100
a. TOTAL SMALL BUSINESS CONCERNS	(5,321) *		98,082	
(1) SMALL DISADVATAGED BUSINESS CONCERNS *(% of 16)*	8,520	4.8	21,410	6.0
(2) OTHER SMALL BUSINESS CONCERNS *(% of 16)*	(13,841) *	(7.8)	76,672	21.7
b. LARGE BUSINESS CONCERNS *(% of 16)*	184,003	103	255,548	72.3
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*	N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS	N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-

18. REMARKS:

* These figures represent de-commitments to small business concerns during this period. It is not anticipated to impact our small business goals. No small disadvantaged business concerns were affected.

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C. W. Patmon Small Business Administrator	SIGNATURE	TELEPHONE NO. *(and Area Code)* (619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. O. Berhow Small Business Liaison Officer	SIGNATURE	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS *(Report to be submitted semi-annually. See back of form for instructions)*	FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM *(Date)*	TO *(Date)*	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
4-01-83	9-30-83	82-19-1	☒ PRIME CONTRACT ☐ SUBCONTRACT	7-84 ~~10-83~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-23315	8. BUSINESS CLASS. CODE LB	9. DUNS NO. *(If applicable)* 00-958-2891
10. ADMINISTERING AGENCY DCAS MA-San Diego	11. DATE OF LAST GOVERNMENT REVIEW 8-01-83	12. REVIEWING AGENCY DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT	14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.	15. GOALS	DOLLARS	PERCENT
28,011,700	953,753	a. SMALL BUSINESS CONCERNS	286,125	30
		b. SMALL DISAD. BUSINESS CONCERNS	38,150	4

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD DOLLARS	THIS REPORTING PERIOD PERCENT	CUMULATIVE DOLLARS	CUMULATIVE PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		174,948	100	174,948	100
a. TOTAL SMALL BUSINESS CONCERNS		103,403		103,403	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	12,890	7.4	12,890	7.4
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	90,513	51.7	90,513	51.7
b. LARGE BUSINESS CONCERNS	*(% of 16)*	71,545	40.9	71,545	40.9
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C. W. Patmon Small Business Administrator	SIGNATURE C W Patmon	TELEPHONE NO. *(and Area Code)* (619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. S. Stone Small Business Liaison Officer	SIGNATURE C W Patmon for	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 5?)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD — FROM (Date) 10/1/83 — TO (Date) 3/31/84

2. REPORT NO. 82-15-4

3. TYPE OF CONTRACT ☒ PRIME CONTRACT ☐ SUBCONTRACT

4. DATE SUBMITTED 7/84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-22337

8. BUSINESS CLASS. CODE LB

9. DUNS NO. *(If applicable)* 00-958-2891

10. ADMINISTERING AGENCY DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW 8-1-83

12. REVIEWING AGENCY DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT. 53,203,000

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN. 12,611,201

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	2,747,527	21.8
b. SMALL DISAD. BUSINESS CONCERNS	46,902	.37

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		285,940	100	3,001,395	100
a. TOTAL SMALL BUSINESS CONCERNS		151,222		1,240,436	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	13,604	4.7	154,505	5.2
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	137,618	48.2	1,085,931	36.2
b. LARGE BUSINESS CONCERNS	*(% of 16)*	134,718	47.1	1,760,959	58.6
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT

C.W. Patmon
Small Business Administrator

SIGNATURE CWPatmon

TELEPHONE NO. *(and Area Code)* (619)692-8382

20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER

D.O. Berhow
Small Business Liaison Officer

SIGNATURE DOBerhow

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD — FROM (Date): 4/1/83 — TO (Date): 9/30/83
2. REPORT NO.: 82-15/3
3. TYPE OF CONTRACT: ☒ PRIME CONTRACT ☐ SUBCONTRACT
4. DATE SUBMITTED: ~~10/25/83~~ 7/84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR (Name and Address)

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. (And Subcontract No. if applicable): NAS3-22337
8. BUSINESS CLASS CODE: LB
9. DUNS NO. (If applicable): 00-958-2891
10. ADMINISTERING AGENCY: DCAS MA-San Diego
11. DATE OF LAST GOVERNMENT REVIEW: 8-1-83
12. REVIEWING AGENCY: DCAS-SBA
13. DOLLAR VALUE OF PRIME OR SUBCONTRACT.: 53,203,000
14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.: 12,611,201

15 GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	2,747,527	21.8
b. SMALL DISAD. BUSINESS CONCERNS	46,902	.37

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD —		CUMULATIVE	
	DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS (Sum of a & b)	458,574	100	2,715,455	100
a. TOTAL SMALL BUSINESS CONCERNS	188,991	[illegible]	1,089,214	
(1) SMALL DISADVATAGED BUSINESS CONCERNS (% of 16)	22,774	4.9	140,901	5.2
(2) OTHER SMALL BUSINESS CONCERNS (% of 16)	166,217	36.3	948,313	34.9
b. LARGE BUSINESS CONCERNS (% of 16)	269,583	58.8	1,626,241	59.9
17. TOTAL INDIRECT COMMITMENTS (Sum of a & b)	N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS	N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS (% of 17)	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS (% of 17)	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS (% of 17)	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT

C.W. Patmon
Small Business Administrator

SIGNATURE

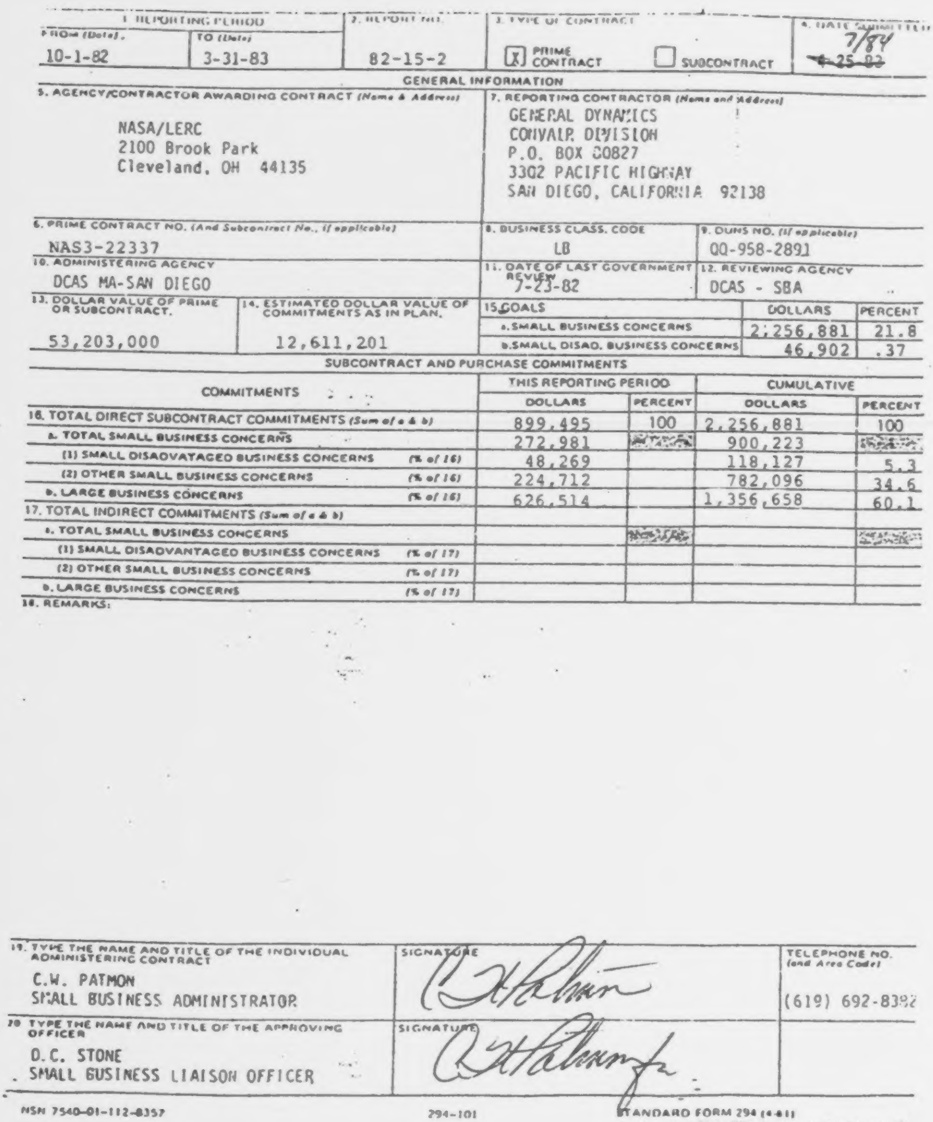
TELEPHONE NO. (and Area Code): 619)692-8382

20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER

D. S. Stone
Small Business Liaison Officer

SIGNATURE

NSN 7540-01-112-8357 — 294-101 — STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)



1. REPORTING PERIOD FROM (Date)	TO (Date)	2. REPORT NO.	3. TYPE OF CONTRACT		4. DATE SUBMITTED
10-1-82	3-31-83	82-15-2	☒ PRIME CONTRACT	☐ SUBCONTRACT	7/84 ~~4-25-83~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR (Name and Address)

GENERAL DYNAMICS
CONVAIR DIVISION
P.O. BOX 80827
3302 PACIFIC HIGHWAY
SAN DIEGO, CALIFORNIA 92138

6. PRIME CONTRACT NO. (And Subcontract No., if applicable): NAS3-22337

8. BUSINESS CLASS. CODE: LB

9. DUNS NO. (If applicable): 00-958-2891

10. ADMINISTERING AGENCY: DCAS MA-SAN DIEGO

11. DATE OF LAST GOVERNMENT REVIEW: 7-23-82

12. REVIEWING AGENCY: DCAS - SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT.: 53,203,000

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.: 12,611,201

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	2,256,881	21.8
b. SMALL DISAD. BUSINESS CONCERNS	46,902	.37

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD		CUMULATIVE	
	DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS (Sum of a & b)	899,495	100	2,256,881	100
a. TOTAL SMALL BUSINESS CONCERNS	272,981		900,223	
(1) SMALL DISADVATAGED BUSINESS CONCERNS (% of 16)	48,269		118,127	5.3
(2) OTHER SMALL BUSINESS CONCERNS (% of 16)	224,712		782,096	34.6
b. LARGE BUSINESS CONCERNS (% of 16)	626,514		1,356,658	60.1
17. TOTAL INDIRECT COMMITMENTS (Sum of a & b)				
a. TOTAL SMALL BUSINESS CONCERNS				
(1) SMALL DISADVANTAGED BUSINESS CONCERNS (% of 17)				
(2) OTHER SMALL BUSINESS CONCERNS (% of 17)				
b. LARGE BUSINESS CONCERNS (% of 17)				

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT	SIGNATURE	TELEPHONE NO. (and Area Code)
C.W. PATMON SMALL BUSINESS ADMINISTRATOR		(619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER	SIGNATURE	
D.C. STONE SMALL BUSINESS LIAISON OFFICER		

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81) Prescribed by GSA (FPR Temporary Regulation 59)

(Report to be submitted semi-annually. See back of form for instructions) | 3090-0052

1. REPORTING PERIOD FROM (Date)	TO (Date)	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
3-1-82	9-30-82	82-15-1	☒ PRIME CONTRACT ☐ SUBCONTRACT	~~10-25-82~~ 7/84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR (Name and Address)

GENERAL DYNAMICS
CONVAIR DIVISION
P.O. BOX 80827
3302 PACIFIC HIGHWAY
SAN DIEGO, CALIFORNIA 92138

RECEIVED
JUL 27 1984
E. C. GRAY

6. PRIME CONTRACT NO. (And Subcontract No., if applicable): NAS3-22337
8. BUSINESS CLASS. CODE: LB
9. DUNS NO. (If applicable): 00-958-2891
10. ADMINISTERING AGENCY: DCAS MA-SAN DIEGO
11. DATE OF LAST GOVERNMENT REVIEW: 7-23-82
12. REVIEWING AGENCY: DCAS - SBA
13. DOLLAR VALUE OF PRIME OR SUBCONTRACT: 53,203,000
14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN: 12,611,210

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	2,747,527	21.8
b. SMALL DISAD. BUSINESS CONCERNS	46,902	.37

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD		CUMULATIVE	
	DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS (Sum of a & b)	1,357,386	100	1,357,386	100
a. TOTAL SMALL BUSINESS CONCERNS	627,242		627,242	
(1) SMALL DISADVATAGED BUSINESS CONCERNS (% of 16)	69,858	5.2	69,858	5.2
(2) OTHER SMALL BUSINESS CONCERNS (% of 16)	557,384	41.0	557,384	41.0
b. LARGE BUSINESS CONCERNS (% of 16)	730,144	53.8	730,144	53.8
17. TOTAL INDIRECT COMMITMENTS (Sum of a & b)				
a. TOTAL SMALL BUSINESS CONCERNS				
(1) SMALL DISADVANTAGED BUSINESS CONCERNS (% of 17)				
(2) OTHER SMALL BUSINESS CONCERNS (% of 17)				
b. LARGE BUSINESS CONCERNS (% of 17)				

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C.W. PATMON SMALL BUSINESS ADMINISTRATOR	SIGNATURE C.W.Patmon	TELEPHONE NO. (and Area Code) (619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D.C. STONE SMALL BUSINESS LIAISON OFFICER	SIGNATURE C.W.Patmon for	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD — FROM *(Date)* 10-01-83 — TO *(Date)* 3-30-84

2. REPORT NO. 82-10-4

3. TYPE OF CONTRACT ☒ PRIME CONTRACT ☐ SUBCONTRACT

4. DATE SUBMITTED 7-84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-22916

8. BUSINESS CLASS. CODE LB

9. DUNS NO. *(If applicable)* 00-958-2891

10. ADMINISTERING AGENCY DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW 8-01-83

12. REVIEWING AGENCY DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT. 71,138,867

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN. 14,204,265

15 GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	4,971,741	35
b. SMALL DISAD. BUSINESS CONCERNS	213,064	1.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		1,688,437	100	12,240,365	100
a. TOTAL SMALL BUSINESS CONCERNS		625,640		4,493,521	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	37,364	2.2	263,573	2.1
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	588,276	34.8	4,229,948	34.6
b. LARGE BUSINESS CONCERNS	*(% of 16)*	1,062,797	63.0	7,746,844	63.3
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT

C. W. Patmon
Small Business Administrator

SIGNATURE

TELEPHONE NO *(and Area Code)* (619) 692-8382

20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER

D. O. Berhow
Small Business Liaison Officer

SIGNATURE

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD: FROM *(Date)* 4-01-83 TO *(Date)* 9-30-83

2. REPORT NO. 82-10-3

3. TYPE OF CONTRACT: ☒ PRIME CONTRACT ☐ SUBCONTRACT

4. DATE SUBMITTED ~~10-83~~ 7-84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-22916

8. BUSINESS CLASS. CODE LB

9. DUNS NO. *(If applicable)* 00-958-2891

10. ADMINISTERING AGENCY DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW 8-01-83

12. REVIEWING AGENCY DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT 70,356,500

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN 14,050,689

15 GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	4,917,741	35
b. SMALL DISAD. BUSINESS CONCERNS	210,760	1.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16 TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		1,368,437	100	10,551,928	100
a. TOTAL SMALL BUSINESS CONCERNS		830,793		3,867,881	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	51,382	3.7	226,209	2.2
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	779,411	57.0	3,641,672	34.5
b. LARGE BUSINESS CONCERNS	*(% of 16)*	537,644	39.3	6,684,047	63.3
17 TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-

18. REMARKS

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT

C. W. Patmon
Small Business Administrator

SIGNATURE

TELEPHONE NO. *(and Area Code)* (619) 692-8382

20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER

D. S. Stone
Small Business Liaison Officer

SIGNATURE

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM *(Date)* 10-01-82	TO *(Date)* 3-31-83	2. REPORT NO. 82-10-2	3. TYPE OF CONTRACT ☒ PRIME CONTRACT ☐ SUBCONTRACT	4. DATE SUBMITTED 7-84 ~~4-25-83~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-22916

8. BUSINESS CLASS. CODE LB

9. DUNS NO. *(If applicable)* 00-958-2891

10. ADMINISTERING AGENCY DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW 7-23-82

12. REVIEWING AGENCY DCAS - SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT. 70,356,500

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN. 14,050,689

15 GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	4,917,741	35
b. SMALL DISAD. BUSINESS CONCERNS	210,760	1.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16 TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		4,730,899	100	9,183,491	100
a. TOTAL SMALL BUSINESS CONCERNS		654,228		3,037,088	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	53,933	1.1	174,827	1.9
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	600,295	12.7	2,862,261	31.2
b. LARGE BUSINESS CONCERNS	*(% of 16)*	4,076,671	86.2	6,146,403	66.9
17 TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C. W. Patmon Small Business Administrator	SIGNATURE	TELEPHONE NO *(and Area Code)* (619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. S. Stone Small Business Liaison Officer	SIGNATURE	

NSN 7540-01-112-8357

294-101

STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD FROM *(Date)*	1. REPORTING PERIOD TO *(Date)*	2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
3-01-82	9-30-82	82-10-1	☒ PRIME CONTRACT ☐ SUBCONTRACT	7-84 ~~10-25-82~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)*: NAS3-22916

8. BUSINESS CLASS. CODE: LB

9. DUNS NO. *(If applicable)*: 00-958-2891

10. ADMINISTERING AGENCY: DCAS MA-San Diego

11. DATE OF LAST GOVERNMENT REVIEW: 7-23-82

12. REVIEWING AGENCY: DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT: 70,356,500

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN: 14,050,689

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	4,917,741	35
b. SMALL DISAD. BUSINESS CONCERNS	210,760	1.5

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS	THIS REPORTING PERIOD		CUMULATIVE	
	DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*	4,452,592	100	4,452,592	100
a. TOTAL SMALL BUSINESS CONCERNS	2,382,860		2,382,860	
(1) SMALL DISADVATAGED BUSINESS CONCERNS *(% of 16)*	120,894	2.7	120,894	2.7
(2) OTHER SMALL BUSINESS CONCERNS *(% of 16)*	2,261,966	50.8	2,261,966	50.8
b. LARGE BUSINESS CONCERNS *(% of 16)*	2,069,732	46.5	2,069,732	46.5
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*	N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS	N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS *(% of 17)*	N/A	-	N/A	-

18. REMARKS

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT	SIGNATURE	TELEPHONE NO. *(and Area Code)*
C. W. Patmon Small Business Administrator	CWPatmon	(619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER	SIGNATURE	
D. S. Stone Small Business Liaison Officer	CWPatmon for	

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO.
3090-0052

1. REPORTING PERIOD FROM (Date)	TO (Date)	2. REPORT NO.	3. TYPE OF CONTRACT		4. DATE SUBMITTED
10/1/83	3/31/84	81-08-4	☒ PRIME CONTRACT	☐ SUBCONTRACT	Revised 7-30-84 7/84

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)	7. REPORTING CONTRACTOR (Name and Address)
NASA/LERC 2100 Brook Park Cleveland, OH 44135	GENERAL DYNAMICS Convair Division P.O. Box 80827 3302 Pacific Highway San Diego, CA 92138

6. PRIME CONTRACT NO. (And Subcontract No., if applicable)	8. BUSINESS CLASS. CODE	9. DUNS NO. (If applicable)
NAS3-22901	LB	00-958-2891

10. ADMINISTERING AGENCY	11. DATE OF LAST GOVERNMENT REVIEW	12. REVIEWING AGENCY
DCAS MA-San Diego	8-1-83	DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT.	14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.	15. GOALS	DOLLARS	PERCENT
414,435,000	91,256,837	a. SMALL BUSINESS CONCERNS	8,669,399	9.5
		b. SMALL DISAD. BUSINESS CONCERNS	1,296,990	1.4

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD —		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS (Sum of a & b)		20,780,037	100	55,689,957	100
a. TOTAL SMALL BUSINESS CONCERNS		6,593,141		16,391,316	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	(% of 16)	919,857	4.4	1,935,227	3.5
(2) OTHER SMALL BUSINESS CONCERNS	(% of 16)	5,673,284	27.3	14,456,089	25.9
b. LARGE BUSINESS CONCERNS	(% of 16)	14,186,896	68.3	39,298,641	70.6
17. TOTAL INDIRECT COMMITMENTS (Sum of a & b)		N/A	-	N/A	-
a. TOTAL SMALL BUSINESS CONCERNS		N/A	-	N/A	-
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	(% of 17)	N/A	-	N/A	-
(2) OTHER SMALL BUSINESS CONCERNS	(% of 17)	N/A	-	N/A	-
b. LARGE BUSINESS CONCERNS	(% of 17)	N/A	-	N/A	-

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT	SIGNATURE	TELEPHONE NO. (and Area Code)
C.W. Patmon Small Business Administrator	CW Patmon	(619)692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER	SIGNATURE	
D.O. Berhow Small Business Liaison Officer	DO Berhow	

NSN 7540-01-112-8357

294-101

STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 39)

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS
(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO.
3090-0052

1. REPORTING PERIOD FROM (Date)	TO (Date)	2. REPORT NO.	3. TYPE OF CONTRACT		4. DATE SUBMITTED
4/1/83	9/30/83	81-08-3	☒ PRIME CONTRACT	☐ SUBCONTRACT	7-84 ~~10/25/83~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR (Name and Address)

GENERAL DYNAMICS
Convair Division
P.O. Box 80827
3302 Pacific Highway
San Diego, CA 92138

6. PRIME CONTRACT NO. (And Subcontract No., if applicable) NAS3-22901	8. BUSINESS CLASS. CODE LB	9. DUNS NO. (If applicable) 00-958-2891
10. ADMINISTERING AGENCY DCAS MA-San Diego	11. DATE OF LAST GOVERNMENT REVIEW 8-1-83	12. REVIEWING AGENCY DCAS-SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT.	14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.	15. GOALS	DOLLARS	PERCENT
253,150,000	61,437,054	a. SMALL BUSINESS CONCERNS	6,088,412	9.42
		b. SMALL DISAD. BUSINESS CONCERNS	301,042	.49

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD —		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		20,394,992	100	34,909,920	100
a. TOTAL SMALL BUSINESS CONCERNS		7,824,043		9,798,175	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	955,426	4.7	1,015,370	2.9
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	6,868,617	33.7	8,782,805	25.2
b. LARGE BUSINESS CONCERNS	*(% of 16)*	12,570,949	61.6	25,111,745	71.9
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A	–	N/A	–
a. TOTAL SMALL BUSINESS CONCERNS		N/A	–	N/A	–
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A	–	N/A	–
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A	–	N/A	–
b. LARGE BUSINESS CONCERNS	*(% of 17)*	N/A	–	N/A	–

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C.W. Patmon Small Business Administrator	SIGNATURE C W Patmon	TELEPHONE NO. (and Area Code) (619)692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER D. S. Stone Small Business Liaison Officer	SIGNATURE C W Patmon for	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

1. REPORTING PERIOD		2. REPORT NO.	3. TYPE OF CONTRACT		4. DATE SUBMITTED
FROM (Date)	TO (Date)				
10-1-82	3-31-83	81-08-2	☒ PRIME CONTRACT	☐ SUBCONTRACT	7-84 ~~4-25-83~~

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT (Name & Address)

NASA/LERC
2100 Brook Park
Cleveland, OH 44135

7. REPORTING CONTRACTOR (Name and Address)

GENERAL DYNAMICS
CONVAIR DIVISION
P.O. BOX 80827
3302 PACIFIC HIGHWAY
SAN DIEGO, CALIFORNIA 92138

6. PRIME CONTRACT NO. (And Subcontract No., if applicable): NAS3-22901

8. BUSINESS CLASS. CODE: LB

9. DUNS NO. (If applicable): 00-958-2891

10. ADMINISTERING AGENCY: DCAS MA-SAN DIEGO

11. DATE OF LAST GOVERNMENT REVIEW: 7-23-82

12. REVIEWING AGENCY: DCAS - SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT: 253,150,000

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN: 61,437,054

15. GOALS	DOLLARS	PERCENT
a. SMALL BUSINESS CONCERNS	6,088,412	9.42
b. SMALL DISAD. BUSINESS CONCERNS	301,042	.49

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS (Sum of a & b)		13,319,183	100	14,514,928	100
a. TOTAL SMALL BUSINESS CONCERNS		1,786,951		2,034,076	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	(% of 16)	59,944	.45	59,944	.41
(2) OTHER SMALL BUSINESS CONCERNS	(% of 16)	1,727,007	12.9	1,974,132	13.60
b. LARGE BUSINESS CONCERNS	(% of 16)	11,532,232	66.6	12,480,852	85.9
17. TOTAL INDIRECT COMMITMENTS (Sum of a & b)		NA		NA	
a. TOTAL SMALL BUSINESS CONCERNS		NA		NA	
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	(% of 17)	NA		NA	
(2) OTHER SMALL BUSINESS CONCERNS	(% of 17)	NA		NA	
b. LARGE BUSINESS CONCERNS	(% of 17)	NA		NA	

18. REMARKS:

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT	SIGNATURE	TELEPHONE NO. (and Area Code)
C.W. PATMON SMALL BUSINESS ADMINISTRATOR	CWPatmon	(619) 692-8382
20. TYPE THE NAME AND TITLE OF THE APPROVING OFFICER	SIGNATURE	
D.C. STONE SMALL BUSINESS LIAISON OFFICER	CWPatmon	

NSN 7540-01-112-8357 294-101 STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

(Report to be submitted semi-annually. See back of form for instructions)

3090-0052

1. REPORTING PERIOD FROM *(Date)* 3-1-82	TO *(Date)* 9-30-82	2. REPORT NO. DJ 81-08-2	3. TYPE OF CONTRACT ☒ PRIME CONTRACT ☐ SUBCONTRACT	4. DATE SUBMITTED 7-84 ~~10-25-82~~

GENERAL INFORMATION

GENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*

NASA/LERC
2100 Brook Park
Cleveland OH 44135

7. REPORTING CONTRACTOR *(Name and Address)*

GENERAL DYNAMICS
CONVAIR DIVISION
P.O. BOX 80827
3302 PACIFIC HIGHWAY
SAN DIEGO, CALIFORNIA 92138

6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)* NAS3-22901 L/C

8. BUSINESS CLASS. CODE LB

9. DUNS NO. *(If applicable)* 00-958-2891

10. ADMINISTERING AGENCY DCAS MA-SAN DIEGO

11. DATE OF LAST GOVERNMENT REVIEW 7-23-82

12. REVIEWING AGENCY DCAS - SBA

13. DOLLAR VALUE OF PRIME OR SUBCONTRACT. 253,150,000

14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN. $61,437,054

15.GOALS	DOLLARS	PERCENT
a.SMALL BUSINESS CONCERNS	6,088,412	9.42
b.SMALL DISAD. BUSINESS CONCERNS	301,042	.49

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*		1,195,745	100	1,195,745	100
a. TOTAL SMALL BUSINESS CONCERNS		247,125		247,125	
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*	-0-	--	-0-	--
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*	247,125	20.7	247,125	20.7
b. LARGE BUSINESS CONCERNS	*(% of 16)*	948,620	79.3	948,620	79.3
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*		N/A		N/A	
a. TOTAL SMALL BUSINESS CONCERNS		N/A		N/A	
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*	N/A		N/A	
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*	N/A		N/A	
LARGE BUSINESS CONCERNS	*(% of 17)*	N/A		N/A	

18. REMARKS:

9. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT C.W. PATMON SMALL BUSINESS ADMINISTRATOR	SIGNATURE	TELEPHONE NO. *(and Area Code)* (619) 692-8382
TYPE THE NAME AND TITLE OF THE APPROVING OFFICER [illegible]. STONE SMALL BUSINESS LIAISON OFFICER	SIGNATURE D E Stone	

NSN 7540-01-112-8357

294-101

STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

Mr. **Mitchell.** Thank you very much.

I would like to hear from our next witness, and then I will ask questions of both of you, unless you are under some kind of time pressure, Mr. Gray.

TESTIMONY OF ROBERT L. RYAN, SMALL AND SMALL DISADVANTAGED BUSINESS PROGRAM ADMINISTRATOR, BOEING CO., ACCOMPANIED BY CARYLL SEYMOUR, CORPORATE LIAISON OFFICER

Mr. **Ryan.** I am Robert Ryan, Corporate Small and Small Disadvantaged Business Program. Mr. Seymour, the corporate liaison officer is on my right.

As you mentioned, we already gave you our testimony, and I am sure you will be thankful that I am not going to try to read it.

Mr. **Mitchell.** I would really use the gavel if you attempted to.

Mr. **Ryan.** We hope it is responsive to all your questions. At this time I would only like to make a brief oral statement. Perhaps it would be helpful to provide you with a brief overview of the Boeing Co.

We have six major divisions operating at a number of locations throughout the country. However, the major share of our procurement activities are conducted out of Seattle, WA, Philadelphia, PA, and Wichita, KS. We also have some procurement activities at 12 other locations around the country.

We have had a small business program since 1951, and a disadvantaged business program since 1972. These programs apply to all of our companies and divisions at Boeing, and not just to those doing Government work.

As for subcontracting plans, each procurement organization throughout the company which does Government work is responsible for preparing and negotiating a subcontracting plan with its customer, when required by the prime, and at present we have some 245 plans.

It is our intent as a company that these plans be the best possible plans that can be negotiated.

Mr. Chairman, we think we are making a sincere effort. However, that does not mean that we are complacent. In the period of 1976 to 1981 we were able to increase our minority business dollars in the neighborhood of about 300 percent a year. That growth has leveled off. It is our feeling that we need now to concentrate on is encouraging and helping the growth of minority firms in the higher technology and high dollar areas.

Mr. **Mitchell.** Would you hold for just a moment? There is a quorum call that will take 15 minutes, to be followed by a vote in 5 minutes. Is it possible for us to take a 25-minute break? Is that all right? Is that pressing you in terms of schedule?

Mr. **Ryan.** No.

Mr. **Mitchell.** All right. We will be back at 12:25.

Mr. **Ryan.** I will say no more.

Mr. **Mitchell.** Thank you. I really don't want to continue looking at the clock and try to listen to your testimony.

[A short recess was taken.]

Mr. Mitchell. I thank you for your indulgence. Just let me make a statement which is not really related to this hearing.

The House is considering the organ transplant bill today. A little boy in my district got a donor last night, and he is currently being operated on in Pittsburgh. In addition to making the vote, I wanted to submit some recommendations for some changes, and that took me another 5 minutes, so forgive me.

If you will continue.

Mr. Ryan. First, I will apologize for the color. I understand this is not one of your favorite colors, green?

Mr. Mitchell. You did that deliberately.

Mr. Ryan. No, sir.

Mr. Mitchell. Please go right ahead.

Mr. Ryan. Because we were not satisfied with our own degree of accomplishment, in 1983, we began to rattle our own cage, if you will, for ways to help us do a better job. One of the key actions we took was to produce for the Boeing Co. a 41-minute video program entitled "You Make The Difference." The paramount reason for producing the video program was to focus increased attention on participation of small and small disadvantaged business, to provide usable information and to pinpoint responsibility for making the programs work. Every one involved within Boeing in any aspect of the procurement process is required to see this film. To date it has been viewed by thousands. We would like to offer to you, Mr. Chairman, and the subcommittee a copy of this if you would care to see and use this film which gives further elaboration on our program and our commitment.

Mr. Mitchell. Thank you. I will view it and make it available to all members of the House Small Business Committee.

Mr. Ryan. We work hard at having an outstanding small and disadvantaged program at Boeing. We are always seeking ideas to make our program better, and we seek to carry out both the spirit and the substance of the law. We are very cognizant of the fact that every manufactured product that Boeing delivers to its customer contains small business products. We just could not survive in the world of business without small business.

We are also not satisfied with the number of high technology and high dollar awards, particularly to small disadvantaged business firms. To place greater pressure on our operating companies to help work this problem, the Boeing Co. president sent a letter to each of our operating company presidents earlier this year. That letter challenged them to find ways to make some big ticket item awards during 1984. Should the committee desire, we would be happy to provide you with the year-end report on the results of these special efforts in the high technology area.

Mr. Mitchell. I would appreciate it. I would be personally most interested in seeing that report.

Mr. Ryan. Our goal at Boeing has been to place emphasis on these programs, and to make them a part of the daily business management of the company. We desire to take them out of the category of peripheral or add-on programs.

That concludes our opening remarks and both Mr. Seymour and I are ready to answer questions if we can.

[Mr. Ryan's prepared statement with attachments follows:]

PREPARED STATEMENT OF ROBERT L. RYAN, SMALL AND SMALL DISADVANTAGED BUSINESS PROGRAM ADMINISTRATOR, BOEING CO.

The Boeing Company is pleased to present a statement on its Small Business and Small Disadvantaged Business Subcontracting Programs to the Subcommittee on SBA and SBIC Authority, Minority Enterprise and General Small Business Programs.

Thirty-three years ago in the summer of 1951, the United States Air Force initiated a voluntary program to increase small business participation in Air Force procurement by emphasizing consideration of small business firms for subcontract awards. The Air Force asked fifteen major Air Force prime contractors to voluntarily apply their best efforts to award subcontracts to small business firms. Boeing is proud to have been one of the original companies to voluntarily adopt a Small Business Subcontracting Program.

In 1953, "best efforts" contract clauses were first introduced into government prime contracts. In 1961, the Armed Services Procurement Regulations established the Small Business Program requirements. This was ten years after several government prime contractors, including Boeing, had established their Small Business Programs.

In 1963, twenty-five prime contractors were asked by the then Assistant Secretary of Defense for Installation and Logistics and the U.S. Small Business Administration to participate in a Voluntary Subcontracting Program. The idea of a Voluntary Subcontracting Program was introduced to give the Small Business Programs a boost. Prime contractors were asked to volunteer to do more than what was required by the Armed Services Procurement Regulations. Boeing was one of the original participants.

In October 1971, the President signed Executive Order 11625 on the Minority Business Enterprise Program. Shortly thereafter, The Boeing Company began a formalized Minority-Owned Business Subcontracting Program.

The members of the Subcommittee are no doubt familiar with much of this background. It is restated here with the purpose of impressing upon the Subcommittee that The Boeing Company was an original industry supporter of the Small Business Program and continues in that support today for both small business and small disadvantaged business firms.

As requested by the Chairman in his March 15, 1984 and April 30, 1984 letters, this statement will provide information on the following topics:

A. A description of Boeing's subcontracting program.

B. The total dollar value of all federal prime contracts received by Boeing and the dollar value and number of subcontracts awarded to small and small disadvantaged businesses for each of the past three years. This data is also shown as a percent of all subcontract awards.

C. The extent to which Small and Small Disadvantaged Business Program accomplishments are taken into account when evaluating performance of acquisition personnel.

D. Subcontracting Program Training.

E. Subcontracting program changes necessitated by the passage of Public Law 95-507.

A. Description of The Boeing Company's Small Business and Small Disadvantaged Business Subcontracting Programs

The key elements of The Boeing Company's Small Business and Small Disadvantaged Business Programs are as follows:

1. Company Policy

Since it adopted a voluntary Small Business Subcontracting Program in 1951, Boeing Company policy has imposed Small Business Program requirements on all of its operating companies and divisions without regard to government or commercial operations. Shortly after the signing of Executive Order 11625 in October 1971, Boeing formalized a Minority-Owned Business Subcontracting Program. The Boeing Company's small business and small disadvantaged business policy is stated in Corporate Policy 5G1, "Procurement". In part, Policy 5G1 states:

> " . . . Small business firms, small disadvantaged firms, women-owned businesses, and firms located in labor surplus areas shall be sought out and given the maximum opportunity to compete for Boeing procurements for goods and services . . . "
>
> " . . . While it is Boeing's general purchasing policy to deal only with qualified suppliers, those small businesses, small disadvantaged, and women-owned businesses that have significant potential may be given non-financial assistance to become qualified . . . "

Boeing Corporate Policy Supplement 5G1-4, "Small Business, Small Disadvantaged Business, Women-Owned Business, and Labor Surplus Area Utilization Programs", addresses the specifics of the Small Business and Small Disadvantaged Business Programs. In part, Policy Supplement 5G1-4 states:

> " . . . Operating company presidents/division general managers will include small business and small disadvantaged business performance goals in the annual operating plan. Performance against such goals will be reported quarterly to the President of The Boeing Company . . . " " . . . administration . . . may be delegated, but the operating company presidents and division general managers are responsible for the effective implementation and success of the programs within their activity and assuring the active participation of their management . . . "

Copies of Boeing Corporate Policy 5G1, "Procurement", and 5G1-4, "Small Business, Small Disadvantaged Business, Women-Owned Business, and Labor Surplus Area Utilization Programs", are included as Exhibits A and B.

2. Commitment

Laws, regulations, or policies are always difficult to move from words to action. Without a commitment to do so, the task is virtually impossible. Boeing top management's commitment to the Small Business and Small Disadvantaged Business Programs is not just a paper commitment. It is an active commitment which ranges from the President's personal review of operating company performance and taking action on each report as may be warranted to personal involvement in program activities.

It is Boeing's goal to have the Small Business and Small Disadvantaged Business Programs incorporated into the company's business management systems as normal business functions -- not to maintain them as separate peripheral programs.

Normally, internal operating memorandums are not released outside the company; but two internal memorandums issued by the President to operating company presidents may provide some insight into the company's commitment (Exhibits C and D).

Although internal small business and small disadvantaged business subcontracting goals had been established for many years by the small business staff, in 1978 the company President decided to establish the requirement that all Boeing operating companies commit to small and small disadvantaged business subcontracting goals as part of their formal company-wide annual operating plan. In 1979, the President monitored goal achievement as part of his performance measurement of each operating company president.

Other Boeing executives willingly involve themselves in a variety of small business and small disadvantaged business activities. As an example, the Fall 1983 Small & Small Disadvantaged Business Programs Newsletter (Exhibit E) cites the involvement of two Boeing corporate vice presidents in a sales and marketing course for minority suppliers and a Minority Business Opportunity Day.

3. Staffing

General Small Business and Small Disadvantaged Business Program responsibilities are assigned to the Corporate Liaison Officer and

Corporate Administrator. The Corporate Liaison Officer and Corporate Administrator report to the Vice President - Contracts, General Counsel and Secretary, who reports to the Chairman and Chief Executive Officer. Direct interface is maintained with the President of The Boeing Company. By policy, the Directors of Materiel, Facilities, or construction in each of the operating companies are designated as program liaison officers and each must designate a program administrator. Liaison officers and administrators for the operating companies are shown on Exhibit F. In addition, in "remote" plant locations where procurement activities are conducted, there are designated liaison officers and administrators.

4. Operating Procedures

Each operating company maintains published small business and small disadvantaged business operating procedures. An example of one such procedure issued by the Boeing Aerospace Company, Operating Procedure 614-003, is included as Exhibit G.

5. Contract Clause Flow Down

All applicable government contract clauses imposing small business and small disadvantaged business requirements are incorporated into all purchase contracts awarded under government prime contracts.

6. Supplier Introduction

The company has established a corporate supplier introduction system which is replicated in each of the operating companies. Elements of the Boeing supplier introduction system include:

(a) Identified Contact Points

The corporate Small Business/Small Disadvantaged Business Programs office is publicized as the single place that a potential or existing small business/small disadvantaged business supplier can contact for assistance. Boeing has a well established "supplier introduction system". The introductory procedure provides a uniform approach for the introduction of potential suppliers seeking to do business with the company for the first time or those who are seeking to expand their contacts within the company. Additionally, the introductory system provides potential suppliers with an introduction into the U.S. Small Business Administration's Procurement Automated Source System (PASS). Boeing responds to each inquiry from a supplier or a referral of a potential supplier to the company from a customer, government agency, or another company by initially talking with the potential supplier on the telephone and sending the supplier an introductory letter requesting completion of a capability profile questionnaire. A sample introductory letter and a Boeing Potential Supplier Profile Questionnaire form are included as Exhibits H and I.

Once the completed profile questionnaire is received, it is reviewed and a response/referral letter is sent. The response/referral letter provides the name, address, and telephone number of each appropriate operating company or plant location administrator whose operating company may from time to time have requirements for the potential supplier's products or services. The supplier is encouraged to contact these individuals to discuss procurement requirements and obtain assistance in contacting specific buyers.

The response/referral letter is designed to include additional information which may be helpful to the small business or small disadvantaged business including:

(1) Information about the Commerce Business Daily and where to write about a subscription.

(2) Lists of low-cost or free management assistance publications from the Small Business Administration.

(3) Boeing's Directory of Buyers - general information concerning our procurement policies and practices and the names and locations of all buying personnel at Boeing.

(4) Information on how to obtain the "1983 Guide to Federal Minority Enterprise and Related Assistance Programs".

Each operating company maintains a similar supplier introduction system. A sample response/referral letter is included as Exhibit J.

(b) Directory of Buyers

Boeing recognizes that small business and minority-owned business firms face difficulties in learning how to do business with large companies and who the proper contacts are within a company. Boeing has taken steps to assure that with a minimum of effort a small business or small disadvantaged business can learn about how The Boeing Company does business, what it buys, and who the proper persons are with whom they should discuss their capabilities. Many small business and small disadvantaged business concerns desire and have the ability to do business with Boeing, not only regionally, but nationally. Boeing has, therefore, published a single corporate-wide Directory of Buyers which includes the name, telephone number, and commodities for every buyer in The Boeing Company.

The directory explains the company's procurement policies and practices, includes maps of all company locations, and identifies where each procurement organization is located. Small Business/Small Disadvantaged Business Programs Liaison Officers and Administrators are identified for each company, division, and subsidiary location. A copy of the directory is provided to each potential supplier as part of the supplier introduction system response/referral letter. In addition, copies are available in all company visitor reception lobbies. Copies are also made available to small business and small disadvantaged business firms attending buyer-seller type procurement opportunity conferences. A copy of the Boeing Directory of Buyers is included as Exhibit K.

(c) Small Disadvantaged Business Directories

Boeing publishes a company-wide Small Disadvantaged Business Directory. The directory lists the capabilities of about 1,600 small disadvantaged business suppliers. The directory is distributed within the Materiel, Engineering, Facilities, and construction functions at all procurement locations. The Small Disadvantaged Business Directory also gives guidance to procurement personnel on other resources available to help locate small/small disadvantaged business firms. The directory lists the addresses and telephone numbers of all U.S. Small Business Administration regional offices, the addresses and telephone numbers of the National Minority Supplier Development Council and its regional supplier development councils, and the names and addresses of minority trade associations. It also suggests six additional alternatives for locating potential suppliers.

During 1983, special action was taken to focus attention on placing more and larger value purchased equipment buys with small disadvantaged business firms. To support this action, a nationwide source search was undertaken to identify potential purchased equipment suppliers. Data on several hundred potential suppliers was screened and a special directory containing capability data on sixty-eight small disadvantaged business firms was published and distributed to all purchased equipment purchasing groups throughout the corporation. Although the directory is not included because of bulk, the internal memorandum used to distribute the directory is included as Exhibit L.

In addition to this major effort, listings of small business and small disadvantaged business firms which had been awarded purchase contracts of $100,000 or more by some element of The Boeing Company was compiled. Each supplier was screened to determine whether a Potential Supplier Profile Questionnaire had been submitted by the company and was on file, whether the company was listed in the Boeing Small Disadvantaged Business Directory, or whether the firm was listed in the U.S. Small Business Administration's Procurement Automated Source System (PASS). These listings were disseminated throughout the corporation to encourage all procurement elements of the company to provide competitive opportunities to these firms. The internal memorandum distributing these listings is included as Exhibit M.

Also, we gather and maintain numerous other printed directories including TRY US and directories published by Regional Minority Supplier Development Councils of the National Minority Supplier Development Council.

(d) Procurement Automated Source System (PASS)

Boeing procurement organizations use the U.S. Small Business Administration's Procurement Automated Source System. In October 1981, a PASS terminal was installed in the corporate staff area permitting on-line access to the Small Business Administration's PASS System with capability information on 100,000 small, disadvantaged, women-owned, and labor surplus area firms. The company has benefitted from operating an in-house PASS terminal and has now installed three additional PASS terminals at operating company locations. We will, by the end of 1984, install an additional two terminals and possibly a third.

To further support the PASS System and to insure its growth and encourage firms to enter their capabilities into PASS, Boeing pioneered the first marriage of a corporate capability profile questionnaire and the PASS questionnaire form. The Boeing Potential Supplier Profile Questionnaire form was revised from a multi-page form to a single page which included the PASS format. Check block statements on the form permit the potential supplier to indicate whether it is listed in PASS, does not want to be listed, or authorizes Boeing to submit the data directly into the PASS system. If other corporations follow Boeing's lead, both the quality of the supplier base and maintenance of the system will be improved. A copy of the Boeing form is enclosed as Exhibit I.

Boeing is also a strong supporter of an industry proposal to make slight modifications to the SBA's PASS form which, if implemented by the SBA, would make possible substantial reductions in the associated paperwork burden of both prime contractors and, more importantly, their thousands of small disadvantaged business subcontractors. The adoption of the SBA of a combined "ownership" (minority, women, etc.) and "size" (large, small) information check blocks and the inclusion of this information into PASS would obviate the need for hundreds of prime contractors to initiate requests to each potential subcontractor for the written representation of size/ classification as required by Section 211 of Public Law 95-507.

This change would provide paperwork relief to the thousands of small and small disadvantaged businesses which must comply with multiple requests from these same prime contractors. With over 100,000 small business firms listed in PASS and the increasing utilization of PASS by prime contractors, the potential for relieving small businesses of this paperwork burden is impressive.

(e) Outreach Conferences

Boeing Company procurement representatives participate in many small business and small disadvantaged business procurement opportunity conferences each year to meet potential suppliers on a one-to-one basis. Our conference participation has been as follows:

1977 - 10
1978 - 12
1979 - 41
1980 - 30
1981 - 31
1982 - 28
1983 - 17

Sponsors include the National Minority Supplier Development Council's regional councils, members of Congress, customer agencies, and others.

(f) Remote Resident Administrators

As an outreach effort, the company conceived the idea of placing resident small/small disadvantaged business administrators in geographic areas of high small disadvantaged business concentration. Resident administrators were established in Chicago and Los Angeles. The role of the resident administrator was to seek out small disadvantaged business firms which were qualifiable and to assist such firms in becoming competitive Boeing suppliers. The Chicago office, which covered the states of Illinois, Wisconsin, Minnesota, Indiana, Michigan, and Ohio, was maintained for some three years. The California resident administrator's office is still very active. Well in excess of $50 million in awards have been made to new small disadvantaged business firms identified through this outreach effort.

7. Quality Assurance

Boeing is a high technology defense and transportation company and as such a large portion of the goods and services procured to support our products contain stringent quality and/or other engineered specifications. Boeing recognizes the difficulty that some small business or small disadvantaged business firms may have in understanding and complying with such requirements. Thus we routinely provide assistance to small business and small disadvantaged business firms we are bidding to become successful Boeing suppliers. Such assistance includes help in writing quality manuals, interpreting quality requirements, and on-site assistance in implementing quality assurance systems. In addition, assistance is provided to ensure an understanding of all engineering specifications including demonstration of compliance.

8. Look-Ahead Sessions

The corporate Small Business/Small Disadvantaged Business Programs staff meets twice a year with each of the company procurement organizations. The purpose of these meetings is to identify future significant procurement buys. For each such buy identified, the corporate staff undertakes national source searches to identify potential bidders. The lists of potential bidders are provided to the procurement organization. The goal is to identify future significant buys and potential small business/small disadvantaged business bidders early on and if possible before the procurement requirement is released into the system. This early-on identification permits the procurement organization to work with potential bidders so that when the actual bid phase begins there will be small business and small disadvantaged business firms on the bid list. A schedule of the most recent look-ahead sessions for the Puget Sound area is included as Exhibit N.

9. Consolidated (Corporate) Purchase Agreements

Boeing is taking positive action to increase the participation of small disadvantaged business firms in our consolidated purchase agreements. Consolidated purchase agreements are entered into for commodities and services required by two or more operating companies. Such agreements are completed for a one or two year period and permit significant cost savings achievable through volume buying. A procedure has been established whereby the corporate Small Business/Small Disadvantaged Business Programs staff is notified six months in advance of any new or renewed consolidated purchase agreements. Upon notification, the corporate staff undertakes a nationwide search for potential bidders. The potential bidders list is developed from our potential supplier files, the U.S. Small Business Administration's PASS System, the Boeing Small Disadvantaged Business Directory, Minority Business Development Agency PROFILE System, and any other minority and women-owned business publications that are available. As a result of the source search, a list of potential sources is provided to the Consolidated (Corporate) Purchase Agreements Materiel Organization for consideration. Although the purchase volumes are substantial, the requests for proposal to bidders generally are structured in a manner enabling a supplier to bid on selected items. This process has helped to increase small disadvantaged business participation in consolidated purchase agreements. The following shows dollar awards on consolidated corporate agreements to small disadvantaged businesses through CY 1983:

1977 - $347,000
1978 - $359,000
1979 - $450,000
1980 - $692,000
1981 - $1,979,000
1982 - $1,762,892
1983 - $ 888,255

10. Administrators Meetings

The Corporate Administrator chairs twice yearly meetings of all small business and small disadvantaged business administrators from throughout the company. These meetings are used to disseminate information, develop procedural approaches, resolve problems, review accomplishments, and develop additional ways of improving the company programs. These meetings have been very helpful in creating a team spirit and keeping a forward momentum. Each meeting is addressed either by the President of The Boeing Company or an operating company president.

11. Directors Meetings

The twice yearly meetings of the company Directors of Materiel dedicate a segment of each meeting to small business and small disadvantaged business subcontracting.

12. Corporate Newsletter

A quarterly small business/small disadvantaged business newsletter is published. The newsletter is intended to focus attention on these programs and disseminate information to company personnel and some individuals and agencies outside the company. The newsletter strives to keep Boeing employees informed of program activities, educate employees about the programs, publicize small business and small disadvantaged business suppliers, and provide ideas and techniques for improving performance. A copy of a recent newsletter is included as Exhibit E.

13. Small Business/Small Disadvantaged Business Supplier Recognition

Individual awards are made annually by The Boeing Company President to the company's Small Business Supplier-of-the-Year and Small Disadvantaged Business Supplier-of-the-Year. Award winners are invited to receive the awards as guests of the company. Each award event includes any facility tours desired, an evening social event, and an award luncheon hosted by the company President. Letters of congratulations for the winners are solicited from congressional, federal, state, county, and city dignitaries. A memory book recording the events in pictures together with the congratulatory messages is presented as a momento of the occasion. The winners receive an engraved plaque. The enclosed Small & Small Disadvantaged Business Programs Newsletter, Exhibit E, provides additional information on these events. While such awards are symbolic, they do demonstrate in a very visible and tangible way the dependence of a major company on the capabilities of small business and small disadvantaged business firms. These awards make clear that Boeing depends heavily on the outstanding performance of small business and small disadvantaged business firms for the success of its products. In addition to the two corporate supplier-of-the-year awards, an additional number of small business/small disadvantaged business firms receive the President's Award for their outstanding performance. These awards are usually made at the supplier's facility and involve the production force. Many of the operating companies also have small business/small disadvantaged supplier-of-the-month recognition programs.

14. Employee Recognition

To motivate employee achievement in the Small Disadvantaged Business Program, the company established a corporate and operating company Small Disadvantaged Business Program Employee Achievement Award. Each year the operating companies may nominate one employee whose contribution and initiative in carrying out the Small Disadvantaged Business Program clearly exceeds normal expectations. Eligibility criteria is based on one or more of the following:

-- Largest dollar awards to small disadvantaged business firms.
-- Introduction of the greatest number of new small disadvantaged business firms receiving purchase contract awards.
-- Greatest number of new small disadvantaged business firms qualified to federal or Boeing specifications.
-- Greatest effort exerted.
-- Most innovative assistance to small disadvantaged business firms.

Through a nomination and judging process, a corporate winner is selected. The award is made personally by the President to the employee. The award is an expense-paid trip for two. Only the employee suggestion system permits a higher value award.

The remaining nominees are honored as the achievement award winners for their operating companies. In addition, the in-place employee motivation programs in each of the operating companies have been adjusted to recognize and reward outstanding employee Small Business and Small Disadvantaged Business Program performance.

A new element of the employee motivation programs introduced this year is a program to further encourage procurement personnel to search out and make purchase contract awards to "first time" small and small disadvantaged businesses. Gift certificates can be won by individual buyers or by groups based on the number of "first time" purchase contracts awarded each month. An individual buyer who makes a "first time" award of a minimum of $1,000 to a small disadvantaged business or $5,000 to a small business is eligible for the following:

One Supplier	$25 Gift Certificate
Two Suppliers	$40 Gift Certificate
Three Suppliers	$55 Gift Certificate
Four Suppliers	$70 Gift Certificate
Five Suppliers	$85 Gift Certificate
More than Five Suppliers	$100 Gift Certificate

A group effort which may include participation by non-buying personnel, i.e., engineers, quality assurance, manufacturing representatives, etc., is eligible as a "first time" award if a minimum of $50,000 is made to a small disadvantaged business or $100,000 to a small business in a given month. Each participant of the group is eligible for a $50 gift certificate.

15. Operating Company Administrator Award

Another incentive used to spark good performance is the use of an annual operating company administrator's award. The award is presented at the first company-wide administrators meeting each year. The award is presented either by The Boeing Company President or an operating company president to that company with the greatest percentage improvement in small disadvantaged business utilization from the preceding year.

16. Training

Each operating company has a small business and small disadvantaged business training course to familiarize employees involved with procurement and subcontracting of the Small Business/Small Disadvantaged Business Programs. These training courses average four hours in length. To augment existing training materials and to expose a much broader range of management and employees to these programs and the corporation's long-standing dedication to small business, it was decided in early 1983 to produce a video television program to be shown widely throughout the company. The production was ultimately titled "You Make the Difference". Exhibit O is an article on the production of this video program written by the producer of the film.

In October 1983, Boeing Company President Malcolm Stamper issued a memorandum to the operating company presidents. The memorandum announced the completion of the videotape program "You Make the Difference". The memorandum named three purposes for undertaking this production:

"1. To familiarize all management and employees involved in any aspect of the acquisition process with our Boeing Small Business/Small Disadvantaged Business Programs. I would like all those individuals, starting with you and your staff, to review the videotape and arrange for showings within Engineering, Facilities, Finance, Quality Assurance, program management, etc. Additional copies of "You Make the Difference" are available from the Corporate Small Business and Small Disadvantaged Business Programs Liaison Officer or Administrator.

2. To be added as the first segment of each company or division's small and disadvantaged business existing training course. To accomplish this purpose, copies of the videotape are being provided to each company and division Facilities and Materiel programs administrator.

3. To show non-Boeing visitors interested in our Small Business and Small Disadvantaged Business Programs."

The Boeing Company President further asked the operating companies to use the video program to kick-off a campaign for renewed small business/small disadvantaged business efforts by each company or as a springboard toward developing innovative ideas and approaches within each company to improve these programs and program performance. He asked that any new approaches which could be used by other elements of Boeing should be brought to the attention of the Small Business/Small Disadvantaged Business Programs Corporate Liaison Officer. The 41-minute videotape has been receiving extremely high marks from all company elements, and there is already positive evidence that it will increase interest and participation in the programs.

The company also actively supports the Regional Minority Supplier Development Council's training efforts. The company has provided people, space, and equipment to assist regional council training activities. The company has volunteered to make available existing training materials and to seek volunteer instructors to support council minority supplier and member company training.

17. National Minority Supplier Development Council

Boeing is a member of the National Minority Supplier Development Council (NMSDC) and has helped found two of its network of Regional Minority Supplier Development Councils. It supports the activities of several Regional Minority Supplier Development Councils. NMSDC is a national, private sector organization dedicated to enrolling the Fortune 500 companies on its membership roll and voluntarily establishing Minority Purchasing Programs. All Boeing operating companies with procurement activities are encouraged to support the council within their regions. A Boeing employee is the current chairman of the Puget Sound Regional Minority Supplier Development Council and other Boeing employees serve as chairpersons of the Education and Training Committee and the Publicity and Awards Committee. Boeing actively supports in tangible ways the regional council's matchmaker fairs, mini-matchmaker fairs, Shop Hops (bus visits to supplier plants), minority sales training course, council newletter publication, etc.

18. Subcontracting Plan

A small business/small disadvantaged business subcontracting plan is prepared for each applicable federal prime contract. All subcontracting plans are prepared in accordance with Public Law 95-507 as imposed via the federal contracting agency regulations.

As of the April 1984 report date, The Boeing Company had 245 subcontracting plans in effect. Standard Form 294's, Subcontracting Report for Individual Contracts, are submitted by Boeing to the appropriate contracting officers in April and October each year.

As a positive step to increase small business and small disadvantaged business participation, action was taken in 1983 to formalize a mechanism for early consideration of small and small disadvantaged business participation. To initiate this action the Boeing Aerospace Company President issued direction that major programs would establish a formal early consideration planning program. A copy of that direction is included as Exhibit P. Also included as Exhibit Q is the Peacekeeper Directive MX-1083, "Small Business/Small Disadvantaged Business Planning", issued to maximize small and small disadvantaged business participation on that program.

19. Non-Boeing Program Recognition

Over a period of time, a number of non-Boeing organizations have recognized The Boeing Company's Small Business and Small Disadvantaged Business Programs. These include:

-- Seattle Chapter - National Business League Award - 1978

- -- National Minority Purchasing Council* National Chairmans Citation - 1978
- -- National Minority Purchasing Council Special Recognition Award - 1979
- -- Pacific Northwest Federal Executive Board Minority Business Opportunity Committee Citation - 1979
- -- United Indian Development Association Recognition Award for Multi-Million Dollar Subcontracts to Indian Firms - 1980
- -- Los Angeles Human Rights Commission Award - 1980
- -- Mayor of Seattle - Small Business Task Force Award - 1981
- -- Air Force Contract Management Division, Small Disadvantaged Business High Technology and High Value Award - 1981
- -- Department of Defense Special Citation by the Deputy Secretary of Defense - 1983
- -- Small Business Administration - Region X Administrator's Special Award - 1983
- -- Air Force Contract Management Division, Small Disadvantaged Business High Technology and High Value Award - 1983

* Organization's name changed to National Minority Supplier Development Council in 1981

B. Provide the total dollar value of all federal prime contracts received by your firm and the dollar value and number of subcontracts awarded to small and small disadvantaged businesses for each of the past three years. Provide this data also as a percent of all subcontract awards.

1. Total Dollar Value of All Federal Prime Contract Awards:

CY 1981	$2.851 billion
CY 1982	$3.791 billion
CY 1983	$4.109 billion

2. Total Dollar Value of All Federal Subcontract Awards to Small Businesses and Small Disadvantaged Businesses and Percentages of Total Awards:

	Total Subcontract Dollars	Small Business Subcontract $'s	% SB of Total	Small Disadvantaged Subcontract $'s	% SDB of Total
CY 1981	$ 991,543,344	$293,358,870	29.6%	$27,471,961	2.8%
CY 1982	$1,572,123,116	$226,486,535	14.4%	$10,603,251	0.7%
CY 1983	$1,739,118,028	$298,592,598	17.2%	$23,033,159	1.3%

3. Total Number of All Federal Subcontract Awards to Small Businesses and Small Disadvantaged Businesses and Percentages of Total Awards

	Total Number of Subcontracts	No. of Small Business Subcontracts	$ SB of Total	No. of Small Disadvantaged Business Subcontracts	% SDB of Total
CY 1981	130,430	84,881	65.1%	4,141	3.2%
CY 1982	154,102	96,355	62.5%	4,733	3.1%
CY 1983	171,949	108,789	63.3%	7,157	4.2%

C. Evaluation of Acquisition Personnel

Grading starts at the top. The President of The Boeing Company evaluates the small business/small disadvantaged business performance of the operating company presidents quarterly on both a statistical and subjective basis. An annual evaluation is accomplished and specifically includes small business/small disadvantaged business performance. Likewise, evaluations of personnel with procurement authority include consideration of the employee's support of these company programs, giving due consideration to the type of product or service assigned to the buyer, the known availability of small business/small disadvantaged business capability, and the small business/small disadvantaged business accomplishments of other procurement personnel buying the same or similar items.

D. Training

The training provided to personnel has been covered in A.16, above.

E. Post Public Law 95-507 Program Changes

The enactment of Public Law 95-507 did not dramatically change The Boeing Company's Small Business and Small Disadvantaged Business Subcontracting Programs. As mentioned before, the company had a Small Business Program since 1951 and a Minority Business Program since 1972. The most significant change that Public Law 95-507 made was to drop the concept of maintaining a "program" and instituted the concept of Small Business/Small Disadvantaged Business Subcontracting Plans. At Boeing, we did not eliminate or reduce our programs but rather just added the new requirements such as:

-- Subcontracting plans and attendant report

-- Revised Standard Form 295 reporting

-- Revised record-keeping

EXHIBIT SECTION

THIS SECTION OF THE STATEMENT INCLUDES EXHIBITS A THROUGH Q.

EACH EXHIBIT IS SEPARATED BY A DIVIDER PAGE.

THE BOEING COMPANY
Manual

EXHIBIT A

CORPORATE POLICY

DATE: September 14, 1983
NUMBER: 5G1

SUBJECT: PROCUREMENT

It is the policy of The Boeing Company to conduct its procurement in a manner which fosters the highest quality and ethical standards, Corporate products and profit objectives, and the confidence of customer, suppliers, and the public. All procurement actions will be based on: (a) fair and impartial selection of capable and responsible sources of supply; (b) maximum use of competition; (c) selection of proper contract types; (d) conformance with all applicable laws, regulations, and contractual obligations, including laws and regulations governing both the United States and international procurement; (e) optimum use of Corporate purchasing agreements; (f) maintenance of a sheltered workshop program to assist handicapped people; and (g) an effective system of procurement procedures and management controls.

Small business, small disadvantaged business, women-owned business, and firms located in labor surplus areas, shall be sought out and given the maximum opportunity to compete for Boeing procurements for goods and services.

While it is The Boeing Company's general purchasing policy to deal only with qualified suppliers, those small businesses, small disadvantaged, and women-owned businesses that have significant potential may be given non-financial assistance to become qualified when requested.

Authority to act as an agent of the Company and commit the Company to contractual agreements to procure goods and services is delegated by this policy to company/division heads except where particular procurement authority is specifically reserved for certain Corporate executives. It is intended that Materiel organization heads be delegated this procurement commitment authority with the authority to redelegate. All delegations of procurement commitment authority are to be in writing. Such delegation includes the authority and responsibility to question specified quantity, quality, necessity, and source of materials and services requested. Delegations of procurement commitment authority to organizations other than Materiel organizations are exceptions to the intent of this policy and must be approved in writing by the appropriate company/division head. Related functional and project organizations not having procurement authority will support procurement organizations in the accomplishment of this policy.

Each procurement commitment or change thereto must be based on a properly executed and signature-approved procurement requisition or other proper authority as agreed to by the company/division procurement organization director. Changes to an existing purchase contract which affect the price, schedule, delivery, or terms are to be made only by those having delegated procurement commitment authority to make the original commitment or as otherwise delegated by the company/division procurement organization director. All advance and undefinitized commitments must be finalized without delay.

CORPORATE POLICY NO. 5G1

September 14, 1983

All procurement actions will comply with the competitive procurement and bidding practices in Corporate Policy 5G5.

Procurement of the labor services of another firm's employees to perform Boeing work under Boeing supervision, while the individuals remain on the suppliers' payroll, is governed by Corporate Policy 8C3. Such procurement requires certain prior approvals as described in Policy Implementation Instruction 8C3-1.

Procurement of the labor services of specific named individuals to perform work for Boeing where the individual is paid directly by Boeing is governed by Corporate Policy 11J1. Such procurement requires the prior approval of the Corporate Director of Compensation and must be documented in agreements prepared and executed by the appropriate Contracts organization.

Company facilities and services shall not be used to procure any article or service for the personal use of any individual, except for procurement which has been authorized by a Policy Implementation Instruction.

T. A. Wilson

T. A. Wilson

NOTE: This Corporate Policy supersedes Policy No. 5G1 dated May 11, 1983.

THE BOEING COMPANY Manual

EXHIBIT B

POLICY IMPLEMENTATION INSTRUCTION

DATE: September 7, 1983
NUMBER: 5G1-4

INSTRUCTION RELATING TO POLICY 5G1, PROCUREMENT
SUBJECT: SMALL BUSINESS, SMALL DISADVANTAGED BUSINESS, WOMEN-OWNED BUSINESS, AND LABOR SURPLUS AREA UTILIZATION PROGRAMS

It is Boeing policy to actively seek out and provide small businesses, small disadvantaged businesses, women-owned businesses, and firms located in labor surplus areas with the maximum opportunity to compete for Boeing procurement of goods and services. This instruction defines the responsibilities and procedures for implementing this policy.

Operating company presidents/division general managers will include small business and small disadvantaged business goals in the annual operating plan. Performance against such goals will be reported quarterly to the President of The Boeing Company.

Within each operating company/division, programs will be established to identify ways and means of assisting small businesses, small disadvantaged businesses, women-owned businesses, and firms located in labor surplus areas in obtaining Boeing procurement of goods and services. If a small business or small disadvantaged business has significant potential skills, appropriate non-financial assistance may be given to assist the supplier in becoming fully qualified.

Administration of Small Business, Small Disadvantaged Business, Women-Owned Business, and Labor Surplus Area Programs may be delegated but the operating company presidents and division general managers are responsible for the effective implementation and success of the programs within their activity and of assuring the active participation of their line management.

To provide a corporate focal point for Small Business, Small Disadvantaged Business, Women-Owned Business, and Labor Surplus Area Programs, the Boeing Aerospace Company Director of Materiel, under the guidance of The Boeing Company President and the Corporate Vice President of Contracts, is designated as the Corporate Liaison Officer for these programs. The Corporate Liaison Officer will designate a Corporate Administrator. The Corporate Liaison Officer and Corporate Administrator will:

1. Represent the Company in matters relative to this subject.
2. Advise and assist company/division organizations and coordinate all activities requiring uniform handling.
3. Establish report formats and due dates for the submission of company/division reports.

4. Prepare and submit quarterly reports on an aggregate corporate basis to federal government agencies. Prepare an internal quarterly report for the Chief Executive, the President, and the presidents/general managers of each company and division.

5. Conduct periodic audits of operating organization compliance and performance.

6. Maintain a corporate listing of small business and small disadvantaged business sources.

7. Establish resident small business and small disadvantaged business offices as required.

8. Assist in the establishment of corporate goals.

9. Maintain a supplier introduction system to assist small business, small disadvantaged business, women-owned business, and labor surplus area firms in gaining introductions to the appropriate company/division procurement organizations.

10. Maintain award programs to annually recognize the Corporation's outstanding small business concern, small disadvantaged business concern, and an employee for Small Disadvantaged Business Program achievement.

Each company/division president or general manager will:

1. Designate the Directors of Materiel, Facilities, and Construction as liaison officers for the socio-economic programs covered by this policy. Each liaison officer will appoint a program administrator. The liaison officers and administrators shall be the central points of contact for their companies or divisions for inquiries pertaining to the socio-economic programs covered by this policy. The Corporate Liaison Officer will be notified in writing of each appointment.

2. Ensure that the Company's policy and applicable government regulations are effectively implemented at all levels.

3. Implement the following as a minimum:

   a. The preparation and submission of reports as specified by the Corporate Liaison Officer, including, but not limited to:

      - Quarterly: Report DO 6000 4035, Boeing Quarterly Small/Small Disadvantaged Business Subcontracting Report

      - Annually: Report X-21915, Geographical Distribution of Suppliers and Dollars Committed to Suppliers

   b. The maintenance of a supplier introduction system to assist potential suppliers in gaining proper introduction to appropriate procurement functions throughout the Corporation.

c. Direct that specifications be prepared, wherever possible, so as to enhance participation by small business, small disadvantaged business, women-owned business, and labor suprlus area firms.

d. Comply with Corporate Document D180-10238-1, Instructions for the Preparation of a Small Business and Small Disadvantaged Business Subcontracting Plan, when preparing small business and small disadvantaged business subcontracting plans.

e. Conduct small business, small disadvantaged business, women-owned business, and labor surplus utilization training for employees involved in the acquisition process.

f. Provide that employee and motivation programs include consideration of Small Business and Small Disadvantaged Business Programs performance.

This Implementation Instruction supersedes issue dated July 15, 1980.

EXHIBIT C

THE BOEING COMPANY
SEATTLE, WASHINGTON 98124

MALCOLM T. STAMPER
PRESIDENT

APPROVAL ROUTING
WRITE IN NAME NOT INITIALS
DATE

FOR ADDITIONAL INFORMATION CONTACT

INFO. ROUTING

RETURN TO

CORRESPONDENCE RELEASE

FORWARD TO CORRESPONDENCE FILES

March 23, 1981

Dear Bob:

We want to congratulate you and your organization on the achievement of your 1980 goals for procurement awards to small business and small disadvantaged business firms.

Our success in increasing small business/small disadvantaged business participation is the direct result of increasing awareness and involvement of individuals within many organizations. Our future success is dependent upon the teamwork of Engineering, Quality Assurance, Facilities, Materiel, and others to find innovative ways to carry out the company's commitment to small business.

There has been a good deal of news coverage concerning potential cutbacks in federal socio-economic programs. This has caused some speculation that Boeing would cut back its Small Business and Small Disadvantaged Business Programs efforts. Please make it clear to your management in no uncertain terms that regardless of which direction the government may go, Boeing's long-standing dedication to small business remains at the highest level. Please make sure that all understand we expect the fullest possible participation of small business and small disadvantaged business firms in providing the goods and services needed to build our products or to operate or build our facilities. We do not consider these programs as socio-economic, but rather consider them as an investment in the competitive productive capability of the country.

Please express our appreciation to your organizations for the fine job in 1980 and tell them that we rely on their full and continuing support in 1981.

Sincerely,

R. W. Tharrington

CORRESPONDENCE FILE COPY

PREPARE IN [illegible] DATE. 1 COPY FORWARDED TO CORRESPONDENCE FILES
1 COPY FOR ORIGINATING ORGANIZATION

APPROVAL ROUTING

DATE

EXHIBIT D

September 18, 1981

To:
L. D. Alford
R. J. Archer
R. E. Bateman
E. H. Boullioun
H. K. Hebeler
Joseph Mallen
F. W. Maxwell
R. W. Tharrington

cc:
B. A. Barker
D. P. Beighle
R. Daryll Seymour

Subject: Small Business/Small Disadvantaged Business Programs

Since 1976, our awards to small disadvantaged businesses (SDB) have grown from just over two million dollars to nearly 59 million dollars in 1980. Small business (SB) awards have grown from approximately 280 million dollars in 1976 to nearly one and one-half billion dollars in 1980. This has been excellent progress helped out significantly by a sizeable corporate SB/SDB staff. We feel it is now appropriate to expect the separate companies to pick up the ball and run with it as corporate phases down its operation.

The purpose of this memorandum is to make absolutely clear that changing the corporate staff emphasis in no way reflects a lessening of our keen interest in the continued success of these programs at Boeing. On the contrary, we expect the maximum possible participation of small business and small disadvantaged business in providing the goods and services needed to build our products or to operate or build our facilities. We would like each of you to take on the responsibility of getting the philosophy of maximum participation of small and small disadvantaged firms as an integral part of our daily operating policy.

You are to continue our practice of establishing yearly goals for small business and small disadvantaged business within your operating plan. Goals will be stated as a percentage of the total estimated procurement dollars for all goods and services purchased by your Company and any of its remote operations or affiliated subsidiaries. Both you and your company's overall performance rating will be influenced by how well you perform to these goals.

The Corporate Small Business/Small Disadvantaged Business Liaison Officer will continue to provide us with quarterly actual performance reporting against operating plan goals. Our expectations are to see continued growth and improvement in the percentage of awards to small business and small disadvantaged business.

INFO. ROUTING

RETURN TO

ORWARD TO CORRESPONDENCE FILES

M. T. Stamper

CORRESPONDENCE FILE COPY

EXHIBIT E

small
small
disadvantaged
business
programs

BOEING

Fall 1983

Recognition for Superior Performance

Boeing President Mal Stamper presents the 1982 Small Business Supplier-of-the-Year Award to Brittain Machine, Inc., of Wichita, Kansas. Flanking President Stamper are, on left, Brittain Machine, Inc., President Dewey Brittain and wife Earline, and on right, son Mike Brittain and daughter-in-law Crystal.

C. A. Spalding Co. of Philadelphia, Pennsylvania, receives The Boeing Company 1982 Small Disadvantaged Business Supplier-of-the-Year Award, presented by Boeing President Mal Stamper.

The Boeing Company annually selects one small business and one small disadvantaged business for their outstanding performance in support of the company's varied programs. This is the 10th year Boeing has bestowed its Small Business Supplier-of-the-Year Award and the 5th year for its Small Disadvantaged Business Supplier-of-the-Year Award. The two companies chosen in recognition of their conscientious performance from the more than 40,000 small businesses that supply products and services to The Boeing Company are Brittain Machine, Inc., and C. A. Spalding Co.

Brittain Machine, Inc., of Wichita, Kansas, was established in 1966 by its current president and owner, Dewey L. Brittain. In nominating this company the Boeing Military Airplane Company Materiel organization said, "It is refreshing to observe the merging of technical competence and progressive thinking in a small company."

On June 8 and 9, 1983, Dewey and Earline Brittain, their son Mike, and daughter-in-law Crystal, were in Seattle as guests of Boeing to receive the 1982 Small Business Supplier-of-the-Year Award.

The two-day Seattle visit included tours of the Auburn Fabrication Division's facility and the Museum of Flight, an evening cruise of Puget Sound aboard the 75-foot yacht *Stephanie Anne*, and dinner at Kiana Lodge near Poulsbo, Washington.

The highlight of the Brittains' visit to Seattle was the formal awards luncheon hosted by Boeing President Malcolm Stamper on June 9.

Dewey Brittain, a Boeing Wichita machinist from 1955 to 1966, left Boeing in 1966 and started his machine shop in a rented 1,200-square-foot facility. Over the past 17 years, Brittain Machine's continued success has necessitated three relocations of its operations until it constructed its present facility, which encompasses 22,000 square feet, 45 employees, and 44 machines, including a recently acquired five-axis Cincinnati-Milacron CNC machining center.

Brittain Machine manufactures precision parts for the aerospace industry that are fabricated from all types of metals including such exotic and difficult materials as titanium and Inconel. The company supports various programs for not only the Boeing Military Airplane Company but also the Boeing Aerospace Company and the Boeing Commercial Airplane Company.

Earline and Dewey Brittain at the Museum of Flight

Enjoying steamed clams on the grounds of Kiana Lodge

C. A. Spalding Co. of Philadelphia, Pennsylvania, was founded in 1936 and has progressed from a small tool and die manufacturer located on the second floor of a Philadelphia row house into the multifaceted company it is today.

The company was selected for the Boeing Small Disadvantaged Supplier-of-the-Year Award because it has proven to be a highly dependable source for the Boeing Vertol Company. This accomplishment is credited to the dedication of its management and employees, who have developed a team member concept that emphasizes the participation of all employees in the management decision-making process and a company profit-sharing plan. The company's outstanding performance has been demonstrated by its manufacturing competence on complex assignments and its ability to deliver products on schedule, within budget, and to high quality standards.

C. A. Spalding Co. was formed to supply tool design, fabrication, and sheet metal work required by the auto and truck manufacturing industry. In the 1950's, the company expanded its customer support base to include major contracts for Crown Cork and Seal and the Jet Engine Division of General Electric.

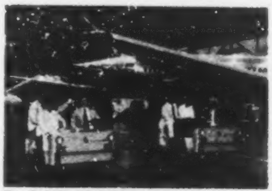
In 1981 the Philadelphia company, under the leadership of its newly elected chief executive officer, Carmen Luisa Kuehnle, undertook a major program to diversify its production capabilities and product mix. This diversification has enabled the C. A. Spalding Co. to provide numerically controlled machine and tool fabrication to the aerospace industry, including the Boeing Vertol Company of Philadelphia, which nominated C. A. Spalding Co. for this year's award.

On June 16, 1983, Carmen Luisa and Wes Kuehnle, along with Alfons and Natalie Kesseler and William and Patricia Strain of the C. A. Spalding Co., began their two-day visit to Seattle as guests of Boeing to receive the 1982 Small Disadvantaged Business Supplier-of-the-Year Award.

Highlights of the visit included tours of the Everett 747/767 facility and the Museum of Flight, an evening cruise aboard the *Stephanie Anne*, and dinner at Kiana Lodge.

During the second day of their visit, the C. A. Spalding Co. and its chief executive officer, Carmen Luisa Kuehnle, were honored at a formal awards luncheon hosted by Boeing President Malcolm Stamper.

In accepting the award on behalf of all employees of the C. A. Spalding Co., Ms. Kuehnle conveyed that, "When notified by Mr. Stamper that we were chosen for this award, our entire staff, from apprentices to myself, realized everything is possible if one is willing to expend the effort." This is true for anyone given the opportunity.



The C. A. Spalding Co. on tour of the 767 final assembly line in Everett.

Wes and Carmen Luisa Kuehnle standing in front of the rose garden at Kiana Lodge.

Boeing's Efforts Lead the Way

The Boeing Company has taken the leadership role in helping to establish the Small Business Administration's (SBA) Procurement Automated Source System (PASS) as the single national source data base for identifying small business and small disadvantaged business enterprises. The PASS network is a national computer data base of small and small disadvantaged business concerns who desire to do business with the federal government and major corporations. Government and industry buyers nationwide use PASS to locate potential bidders for contracts.

A company's capabilities, expertise, and background are listed in PASS to assist the user in identifying potential bidders. Many major corporations, including The Boeing Company, and all of the SBA's regional and district offices have access to PASS through on-site computer terminals.

As part of Boeing's efforts, the company has redesigned its Potential Supplier Profile Questionnaire (PSPQ) form to be totally compatible with the PASS profile form. The previous version of the Boeing questionnaire was nine pages long and required the prospective supplier to fill out an additional PASS form in order to be included in the PASS data base. The new form is only one page in length and contains all of the pertinent supplier capability information required for input into PASS. A potential supplier is no longer required to complete two forms nor is he responsible for forwarding a profile form to the SBA. The Boeing Small Business/Small Disadvantaged Business Programs staff will send a copy of each questionnaire it receives to the SBA for input into PASS.

Several benefits will be derived through the use of the Boeing PSPQ form. First, the new form will reduce the processing of paperwork and related costs for both the potential supplier and The Boeing Company. Second, it will increase the number of business profiles added to the PASS data base. Third, and most important, it will provide leadership for other major corporations to initiate similar action.

By employing PASS, Boeing has taken the first step in eventually eliminating its own internal directories in favor of a national source directory. A single source directory such as PASS would not only reduce the costs associated with maintaining, updating, and publishing small and small disadvantaged business directories but would also ensure the availability of a greater number of sources.

The Boeing Company feels that its leadership in this area, along with the continued endorsement and support from the Small Business Administration, will provide a model for other major corporations to follow.

Sales Training Graduates Honored

The first graduates of a sales and marketing training class for minority entrepreneurs were honored at a special luncheon at Seattle's Edgewater Inn on August 19. The course was sponsored by the Puget Sound Regional Minority Supplier Development Council (PSRMSDC) and Washington State University's Small Business Development Center.

The first of its kind offered to Seattle's minority business community, the course is an intensive 8-week program covering the fundamentals of successful selling. The course material was developed by the National Minority Supplier Development Council (NMSDC), an industry association whose goal is to promote private sector support of minority-owned businesses. The Boeing Company is an active member of NMSDC and its affiliated regional council, the PSRMSDC.

Keynoting the graduation ceremony at the Edgewater was Boeing Senior Vice President Clyde Skeen. In his commencement address, Skeen praised the graduates for their accomplishment and encouraged them to put to use their newly enhanced sales skills. Skeen emphasized the importance of programs such as the sales class to the health of our nation's economy because of the "inseparable partnership" between large and small business. "Helping small and minority-owned businesses to become more competitive definitely has its benefits," Skeen said. "More competitive businesses means better, more effective suppliers, and this helps all of us to become more successful."

Comments from the graduates of the sales course were also very positive. Del Mabansag, one of the ten course graduates and owner of Del's Orient Express Bake Shoppe in Seattle's International District had this to say: "I feel that finishing the class has helped make a new businessman out of me. I think I've become more aggressive, confident, and positive minded. I've even had to put the brakes on selling a bit because I'm getting too many new clients. I don't want to lose control and not be able to deliver my goods."

The sales course itself was described as being highly interactive, with students sharing ideas and experiences unique to their particular lines of business. According to the course instructor, Bob Rodwell of the Small Business Development Center, this environment for "cross education" enhances the students' learning process and helps to keep the course material relevant.

Because of the apparent high demand in the minority business community for this type of professional sales training, the PSRMSDC plans on offering the sales class several times a year.

Boeing Senior Vice President Clyde Skeen (behind podium) presents a graduation certificate to Del Mabansag, owner of Del's Orient Express Bake Shoppe. Looking on from left to right are Bob Rodwell of the Small Business Development Center, Gary Kawasaki, education chairperson, Puget Sound Regional Minority Supplier Development Council, and Eli Hamblet, Jr., chairperson, PSRMSDC.

Bob Rodwell (standing), course instructor, reviews key points with students after viewing course videotape on making sales proposals.

Students strategize for role-playing exercise involving a buyer/seller negotiation scenario.

Tosh Hon (left) of Officemporium, a minority-owned distributor of office furniture, practices his sales technique on Harold Langseth of John Fluke Manufacturing Company.

BAC Receives Special Citation

Participants at Boeing award ceremony: Congressmen Julian C. Dixon and Mervyn M. Dymally, John Grayson, president of Univox; H. K. (Bud) Hebeler, president, Boeing Aerospace Company; Paul W. Thayer, Deputy Secretary of Defense; and Congressman Parren J. Mitchell, chairman, House Small Business Committee.

Deputy Secretary of Defense Paul Thayer presented a special citation to Boeing Aerospace Company for its support of the Department of Defense (DOD) Small Disadvantaged Business Subcontract Program. Boeing Aerospace Company President H. K. (Bud) Hebeler accepted the citation in a ceremony in Washington, D.C., on June 29, 1983.

The subcontract which Boeing Aerospace Company awarded was a high technology subcontract worth $7.2 million to Univox-California, Inc. The black-owned firm located in Los Angeles will provide situation display consoles for use on the Air Force's E-3A Sentry Airborne Warning and Control System (AWACS) aircraft.

The Small Disadvantaged Business Subcontract Program reflects DOD's efforts to maximize contract awards to small disadvantaged business firms.

Minority Business Opportunity Day VI

Pictured at the September 8, 1983, luncheon are left to right: George Fleming, Washington State senator, James McGhee, assistant regional vice president, National Business League, Region XI, and the Honorable John Spellman, Governor of Washington

Pictured during the ribbon-cutting ceremony on September 9, 1983, left to right are: Nick Sena, Puget Sound Regional Minority Supplier Development Council Matchmaker Committee chairperson, Russell B Light, vice president, The Boeing Company; and Eli Hamblet, Jr., Puget Sound Regional Minority Supplier Development Council chairperson

The Sixth Annual Minority Business Opportunity Days were held September 8 and 9, 1983, in Seattle, Washington. Minority Business Opportunity Days were jointly sponsored by the Puget Sound Regional Minority Supplier Development Council, the National Business League, King County of Washington State, and the Small Tribes Organization of Western Washington.

The 2-day event began with workshop sessions on September 8 to acquaint minority businesses on "how to do business" with private industry and federal, state, and local governments.

A highlight of the first-day events was the luncheon keynote speaker, the Honorable John Spellman, Governor of Washington.

The second day, a "matchmaker" event provided Northwest minority-owned business firms with an opportunity to visit with 43 private- and public-sector procurement representatives.

This year, booths were also available to those minority-owned businesses that desired to display their products or service capabilities. Twenty-four minority-owned firms displayed their goods and services to the buying community.

MBOD VI was kicked off with a complimentary continental breakfast and a ribbon-cutting ceremony. The featured speaker at the opening ceremony was Russell B. Light, vice president, Government and International Affairs, The Boeing Company.

A Quest for the Best!

Perhaps above all else, the people of the world have admired our American free-enterprise system. It has produced more wealth that is more widely shared than any other economic arrangement in recorded history. It is a fundamental source of national pride and our confidence that we Americans can do anything. The bedrock of freedom is our American free-enterprise system, and the bedrock of the free-enterprise system is small business. There are only 10,000 large businesses in the United States employing more than 500 workers. There are over 14 million small business firms. Small business accounts for approximately 40% of the economic output of the United States and will create two out of every three new jobs.

There is a too often repeated statement that says "it's good business to do business with small business." The truth is that small and large businesses are essential partners in our economic system. Large business needs small business and vice versa. At Boeing, we use small businesses in the manufacture of all our products; we could not deliver our products without them.

Each year during National Small Business Week in May, the U.S. Small Business Administration and major U.S. industry associations join together to honor and recognize 10 of the nation's outstanding small business firms. These 10 firms have been selected as Regional Small Business Subcontractors of the Year in the SBA's 10 regions. From the 10 regional winners, a national winner is picked. The week of May 6-12, 1984, will be designated by the President as Small Business Week. On the evening of May 8, regional winners and a national winner will be honored. All 10 regional winners and their large business nominators will be invited to Washington, D.C., to take part in the awards banquet.

Boeing has participated in this national supplier recognition program since its inception in 1967. Over the last decade, Boeing has nominated 136 small business concerns, of which 21 were selected as regional winners and one, J. W. Rex Company of Lansdale, Pennsylvania, was selected the National Small Business Subcontractor of the Year for 1981.

Our quest for the best small business is starting now! Boeing owes much of its success as builder of world-renowned products to the vast numbers of small business firms that provide quality products and services to support our product lines. Nominating the best of those suppliers is one way the company can honor the essential contribution made by small business. The national awards and Boeing's participation in them are intended to highlight small business capabilities and the essential partnership that exists between small and large business firms.

Any company employee who would like to nominate a particular small business supplier that has shown outstanding performance, cooperation, and effort in its contractual relationship with Boeing should contact his/her division or location Small Business/Small Disadvantaged Business Programs administrator listed on the back of this newsletter.

Nomination forms and rules are available from the Small Business/Small Disadvantaged Business Programs administrator, who is responsible for receiving and submitting all nominations. Suggestions and assistance for writing a winning nomination are available from the division Small Business/Small Disadvantaged Business Programs administrators.

If you can help in Boeing's quest for its best small business suppliers, please do so now!

You Make the Difference

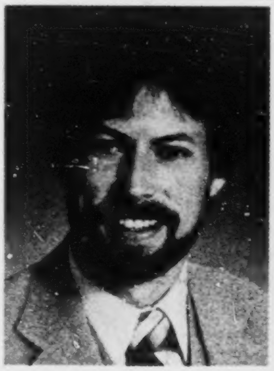
Boeing President Mal Stamper recently announced the completion of a videotape program on the Company's Small Business and Small Disadvantaged Business Programs. The videotape is titled "You Make the Difference" and is designed to acquaint the audience with Boeing's programs and how they work.

Mr. Stamper cited a threefold purpose for producing this videotape. First, the videotape will be used to familiarize all Boeing management and employees involved in any aspect of the acquisition process with our SB/SDB Programs. Second, the videotape will be added as the first segment of each organization's existing small business and small disadvantaged business training programs. And third, the videotape will be used as an overview to be shown to non-Boeing visitors interested in our SB/SDB Programs.

Mr. Stamper also suggested that the videotape be used as a springboard toward developing innovative ideas and approaches to further improve our SB/SDB Programs and program performance.

If you are interested in finding out more about the "You Make the Difference" videotape, contact the SB/SDB Programs administrator for your company or the corporate program office. Telephone numbers are listed on the back of this newsletter.

Meet the Staff



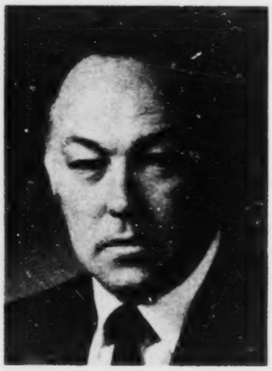
B. K. (Bryan) Dorwin joined the corporate Small Business/Small Disadvantaged Business Programs staff this past May, coming from Boeing Commercial Airplane Company's Fabrication Division in Auburn, Washington.

Bryan is a native of Washington State. He attended Central Washington University, where he obtained his BA in economics in 1975, and City University in Seattle, where he completed his MBA degree in August.

He has been employed by Boeing for 6½ years, spending the first 6 years at Auburn as both a raw material buyer and an analyst in Industrial Engineering. Prior to his Boeing employment, he was employed by the Reynolds Metals Company.

Bryan feels that it is essential for large corporations to assist small and small disadvantaged businesses in "making it" in this highly competitive economy. As he sees it, "Because 80% of tomorrow's jobs will be provided by small business, then it's only in the best interest of big business to ensure that the small companies are successful and continue to prosper."

Bryan and his wife, Janice, have a son, David, who is 5, and are expecting a second child in January. Bryan and Janice like to spend their free time camping, skiing, traveling, and partaking of recreational activities that involve the whole family.



J. L. (Jon) Tucker has recently been assigned as the Small Business/Small Disadvantaged Business Programs Administrator for the Ballistic Systems Division, which includes Peacekeeper, Minuteman, Silo Basing Hardness, and Deep Basing programs.

Jon is a native of Zanesville, Ohio, and received his bachelor's degree from Ohio State University. He is a 21-year veteran of the U.S. Air Force with an operations and maintenance background on the Atlas, Titan, and Minuteman strategic missile systems. In addition, he has 10 years' procurement experience in contract administration of major aerospace programs.

Jon is dedicated to the objectives of Small Business/Small Disadvantaged Business Programs and feels that communication of small business capability and functional involvement are the keys to a successful program.

Jon and his wife, Wilma, have three children. His outside activities primarily consist of volunteer work associated with his church and a local service club.

Up to Date

Please assist us in keeping our distribution list current. Send any deletions/additions/changes to:

Boeing Small Business/
Small Disadvantaged
Business Programs
Newsletter
P.O. Box 3707
Seattle, Washington 98124
Mail Stop 6K-66

Exhibit F

DESIGNATED LIAISON OFFICERS/ADMINISTRATORS

CORPORATE LIAISON OFFICER

R. DARYLL SEYMOUR

CORPORATE ADMINISTRATOR

ROBERT L. RYAN

Boeing Commercial Airplane Company

J. E. Ingebretson	Fabrication Division
A. F. Carbary	727/737/757 Division
A. G. Ponti	747/767 Division
R. W. Blakeley	Power Pack & Strut
G. J. Hambert	Operations Technology
J. C. Bowe	
J. D. Bixby	727/737/757 Division
C. R. Cherberg	
C. H. Tombarge	Fabrication Division
D. R. Stroup	
R. J. W. Maus	747/767 Division
G. A. Bader	

Boeing Military Airplane Company

- G. B. McEvoy
  - G. M. Shaner
  - N. S. Rizzuto

Boeing Computer Services

- D. L. Scribner
  - R. F. Bailie

Boeing Marine Systems

- K. T. Lauhon
  - H. D. Ellison

Boeing Vertol Company

- W. M. Davis
  - C. F. Swezey

Boeing Aerospace Company

- R. Daryll Seymour
  - J. R. Dressler
  - C. R. Jenkins
  - E. Joyce Dinsdale
  - Sydney Beth King
  - J. J. Flanigan
  - J. L. Tucker
- Denver Grigsby
  - D. R. Johnson

THE BOEING COMPANY Manual EXHIBIT G

BOEING AEROSPACE COMPANY OPERATING PROCEDURE 614-003

March 1983
Supersedes issue
dated August 1981

R SUBJECT: PROGRAMS - SMALL BUSINESS, SMALL DISADVANTAGED BUSINESS/WOMEN-OWNED BUSINESS/LABOR SURPLUS AREA PROGRAMS

AFFECTED BAC ORGANIZATIONS:

- Programs
  - All
- Functional Support
  - Contracts
  - A Facilities
  - Materiel
  - Finance
  - Small Business/Small Disadvantaged Business Program Administrator
- Locations
  - All

AFFECTED NON-BAC ORGANIZATIONS

- Functional Support
- Small Business/Small Disadvantaged Business Program Administrators

REFERENCES:

(a) Operating Procedure 145-027, Purchase Contract - Awards - News Releases/Notifications

(b) Operating Procedure 145-034, Purchase Contract and Purchase Requisition, Preparation, Pre-Audit, and Typing

(c) Operating Procedure 145-059, BAC Purchase Contract Generation

(d) Operating Procedure 158-001, Quotation - Request for

(e) Operating Procedure 170-005, Source Selection - Bidders List

(f) Operating Procedure 256-001, Control of Progress Payments to Subcontractors

(g) Operating Procedure 256-001, Materiel Supplement, Progress Payments - Suppliers

(h) Document D180-10233-1, BAC Subcontract Management Guide

(i) Document D180-10238-1, Instruction for the Preparation of a Small Business and Small Disadvantaged Business Plan

I. PURPOSE AND SCOPE

The purpose of this procedure is to provide direction for actively seeking out and providing small businesses, small socially and economically disadvantaged (minority-owned) businesses, women-owned business, and firms located in labor surplus areas with the maximum opportunity to compete for Boeing procurements of goods and services.

R The Small Business Programs include all efforts to place Boeing purchase contracts with business concerns which are independently owned and operated, organized for profit, not dominant in the field of operations in which they are bidding, and meet the criteria called out under the "Definitions" section.

A NOTE: The term "Small Business Programs" encompasses those various programs identified in the title of this procedure.

II. GENERAL

R A. The Small Business Programs require the special effort of each procurement organization in order to be successful. Success is measured by the percentage of total purchase contract dollars that the procurement organization awards to Small Businesses. Such firms shall be sought out and given the maximum opportunity to compete for Boeing procurements for goods and services.

R B. While it is Boeing's general purchasing policy to deal only with qualified suppliers, those Small Business firms that have significant potential will, upon request, be considered for non-financial assistance to become qualified. Non-financial assistance is any aid except a direct loan or subsidy.

R C. It is Boeing purchasing policy to place a fair proportion of its purchases for material, supplies, and services with qualified Small Business firms. A fair proportion is that which such firms can win in open competition by giving them an equal opportunity to compete for purchase contracts within their capabilities. Special efforts will be made to encourage and provide the opportunity for these firms to compete.

A D. It is the policy of the United States Government that women-owned businesses shall have the maximum practicable opportunity to participate in the performance of contracts awarded by any Federal Agency. As a prime contractor Boeing agrees to use best efforts to carry out this policy in the award of subcontracts to the fullest extent consistent with the efficient performance of a contract.

A E. It is the policy of the Government to promote equitable opportunities for labor surplus area concerns to compete for purchase contracts and to encourage placement of purchase contracts with concerns which will perform such purchase contracts substantially in labor surplus areas when this can be done consistent with the efficient performance of the contract and at prices no higher than are obtainable elsewhere. As a prime contractor Boeing agrees to use best efforts to place purchase contracts of $10,000 or more in accordance with this policy.

F. Boeing must prepare and submit to Government Customers when required by Requests for Proposal, a small and small disadvantaged subcontracting plan for prime contracts expected to exceed $500,000 in value, or $1,000,000 in the case of construction of a public facility.

III. DEFINITIONS

A. Small Business - General Definition

A small business is one which is organized for profit, is independently owned and operated, is not dominant in the field of operations in which it is bidding, with a place of business in the United States, its possessions, Puerto Rico, or the Trust Territory of the Pacific Islands, including but not limited to an individual partnership, corporation, joint venture, association, or cooperative.

B. Small Disadvantaged Business

A small disadvantaged business is one which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially and economically disadvantaged individuals; and, whose management and daily business operations are controlled by one or more of such individuals.

R In accordance with Public Law 95-507, and relevant regulations promulgated pursuant thereto, The Boeing Company recognizes that "socially and economically disadvantaged individuals" include Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, Asian Indian Americans and other minorities, or any other individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 (a) of the Small Business Act. The term "Native Americans" shall include American Indians, American Eskimos, American Aleuts, and Native Hawaiians. The term "Asian Pacific Americans" shall include United States citizens whose origins are from Japan, China, the Phillipines, Viet Nam, Korea, Samoa, Guam, the U.S. Trust Territories of the Pacific, Northern Marianas, Laos, Cambodia and Taiwan, The term "Asian Indian Americans" includes U.S. citizens whose origins are from India, Pakistan and Bangladesh.

BUYER'S NOTE:

R The Small Business Programs, are self-certification programs. It is not the responsibility of Boeing Aerospace Company personnel to determine the size or disadvantaged status of any firm. Firms which need assistance to determine their size or status under Government regulations should be referred to the nearest U.S. Small Business Administration Office.

C. Labor Surplus Area Concern

R For subcontracting purposes, a labor surplus area concern means a concern that agrees to perform or cause to be performed a substantial proportion of a contract in labor surplus areas. A concern shall be deemed to perform a substantial proportion of a contract in labor surplus areas if the aggregate costs that will be incurred by the concern or its first-tier subcontractors, on account of manufacturing or production performed in labor surplus areas, amount to more than 50% of the contract price.

D. Women-owned Business

R A women-owned business concern means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business. "Control" in this context means exercising the power to make policy decisions while "operate" in this context means being actively involved in the day-to-day management.

IV. RESPONSIBILITIES

A. Materiel Managers will:

1. Interface and coordinate with the BAC Small and Small Disadvantaged Business Programs Administrator as required.

A 2. Submit the following on a monthly basis. (See items 16 & 17 of Exhibit I)

a. Business Opportunity Conferences:

List all business opportunity (buyer/seller) conferences attended. Show dates, conference title, sponsor, location and attendees.

b. Noteworthy Events:

Describe noteworthy events/items which occurred during the reporting month, e.g., training classes conducted, SB/SDB supplier recognition awards, procurement counseling, community or industry recognition and other special items of interest.

3. Forward annual goals and quarterly MEACs for their area of responsibility, as determined by Program Management, expressed in terms of dollars of purchase contracts to be placed with Small Businesses. These goals and MEAC's will also be expressed in terms of a percentage of Small Business awards compared to the total of all procurement awards. Submission of these data to the Administrative Staff will be done in accordance with instructions and timetable from the Administrative Staff.

NOTE:
Central Materiel Manager is exempt from the requirement of Paragraph IV.A.3 above.

4. Subcontracting Plans

a. When required by the prime contract, prepare a subcontract plan on all contracts or amendments or modifications which (a) offer subcontracting possibilities and (b) are expected to exceed $500,000, or in the case of contracts for the construction of any public facility, exceeding $1,000,000. Utilize the criteria set forth in reference (i) and the prime contract.

A b. The subcontracting plan shall be prepared in accordance with the prime contract, including any options such as addition or deletion of quantities, various program phases, etc. Hence the subcontracting plan shall be sufficiently flexible to obviate the need of preparing new subcontracting plans to accommodate options exercised by the customer. The subcontracting plans and the Small/Small Disadvantaged Business Subcontract Plan Performance Report must be in concert with the prime contract.

NOTE:
In the event an amendment or modification to a contract is required, it is permissible to "roll up" the percentage goals and planned dollar awards for Small Businesses.

	TOTAL PLANNED SUBCONTRACT VALUE	SMALL BUSINESS PLANNED VALUE	SMALL DISADVANTAGED PLANNED VALUE
INITIAL CONTRACT NEGOTIATED	$3,300,000	$264,000	$6,600
PERCENTAGE GOALS NEGOTIATED IN SUBCONTRACTING PLAN		8.0%	.2%
AMEND/MOD. #1.	$836,000	$43,942	$1,186
PLANNED VALUES THROUGH CHANGE #1	$4,136,000	$307,942	$7,786
PERCENTAGE GOALS-PROPOSED IN SUBCONTRACTING PLAN		7.4%	.18%

c. IDWA Effort - Prepare a memo for the Program Manager's and/or Business Manager's signature. The memo should be addressed to their counterparts in the Division where the IDWA effort is to be performed requesting submission of the Small Business/Small Disadvantaged Business goals along with the data and statistics to support the goals for incorporation in the Small Business/Small Disadvantaged Business Subcontracting Plan.

d. Utilizing Exhibit G, forward to Administrative Staff the information required by Part I upon receipt of notification to proceed with the subcontract.

5. Forward Potential Supplier Profiles to appropriate buyers.

B. Buyers will:

1. On all procurement activity

R a. Review capability information on Small Business firms. The following are sources of information.

(1) The Boeing Company Minority-Owned Business Directory. This directory, in addition to listing minority-owned businesses, provides the following information:

National Minority Supplier Development Council (NMSDC), its Regional Minority Supplier Development Councils, and the Minority Vendor Information Service (VIS).

Addresses and telephone numbers of all U.S. Small Business Administration regional offices with Procurement Automated Source System (PASS) capability.

(2) Other minority-owned business directories maintained within each procurement organization and the office of the corporate administrator.

(3) Boeing Potential Supplier Profile Questionnaire, Form DO 6000 3020, distributed to procurement organizations.

(4) Form DO 6000 3050, Request for Small Business Source, which is submitted to the Corporate Small/Small Disadvantaged Business Programs Administrator for a search via the Procurement Automated Source System (PASS). (A PASS terminal has been installed at the 7-202 building, first floor, bay B-2, telephone 251-3331, MS 6K-66.

R b. Plan procurements consistent with purchase contract requirements to encourage participation by Small Business, and labor surplus area concerns, including making allowances for appropriate economic quantities and reasonable delivery schedules.

R c. Search for Small Business sources at the earliest knowledge of a procurement requirement using the source data shown in Paragraph IV.B.1.

R d. Solicit quotations from Small Business in all cases where capabilities exist.

e. All bid conditions being equal, give preference in the following order:

(1) Labor surplus concerns which are also Small Businesses.

(2) Other Small Businesses.

(3) Other labor surplus area concerns.

READER'S NOTES:

R All successful bidders must certify in writing whether they are Small Business concerns in accordance with guidelines covered in Paragraph III, Definitions.

Exhibit E, Supplier Business Size Certification, must be completed by all successful bidders. Forward written certification to the BAC Credit Manager's office.

When oral bids are permitted, the Buyer must obtain written certifications (Exhibit E) from all successful bidders. Written certifications must be forwarded to the BAC Credit Manager's office.

f. Verify that the supplier's size code is correct as shown in the Supplier Code II System. If a new supplier or if the size code shown in Supplier Code II is in error, input the necessary addition or correction into the Supplier Code II System. Use the following size codes:

0 - Foreign Business Firms
1 - Small Business Firms
2 - Large Business Firms
3 - Small Disadvantaged Business Firms
4 - Large Minority Business Firms
5 - Non-Profit Suppliers

Code 5 includes all suppliers which are state, county, or city governmental agencies, including colleges and universities and all non-profit agencies or organizations.

6 - Large Women-owned Business Firms
7 - Small Women-owned Business Firms
8 - Large Minority Women-owned Business Firms
9 - Small Disadvantaged Women-owned Business Firms

NOTE:
It is extremely important that the correct size codes be used. Organizational Small Business performance is machine-sorted and reported based on the size code used. Improper coding can have a detrimental effect on the quarterly performance reports.

g. Enter the correct two-digit small business/small disadvantaged business code on the purchase requisition as specified in O.P. 145-034 (Blocks 43 and 44), or O.P. 145-059 (Blocks 25 and 26).

h. If the prime contract includes progress payment provisions, comply with mandatory small business progress payment requirements as specified in reference (f) and (g) procedures.

i. Document purchase contract file as follows:

Note: Purchase requisitions and purchase contracts for Minimum Competitive Requirements (MCR) are specifically exempt from all documentation requirements as listed herein.

(1) Complete 'Summary of Bids" (form X 23213) on purchase requisitions.
(2) Identify all bidders per the list in Paragraph IV.B.1.f.
(3) Include narrative documentation which encompasses:

  (a) references to exception list items,
  (b) description of efforts taken to locate Small Business sources.
  (c) copy of Form DO 6000 3050 (Exhibit A)

(4) If Small Business Codes and Minority Business Codes 31, 32, 41, 42, 43, 51, 52, or 53 are used, the reasons for not selecting the Small Business firm must be documented (reference: O.P. 145-034 or O.P. 145-059). Entries such as "No known small or small disadvantaged business sources" are not acceptable.

j. Notify unsuccessful Small Business bidders in accordance with reference (a).

NOTE: Paragraph 2.a below applies only when Small Business firms have not been identified.

2. Buyers on all purchase contracts of $10,000 or more will:

a. Complete Form DO 6000 3050, Request for Procurement Source (Exhibit A), unless the item is a small business exception item per Paragraph IV.B.2.b below. Send DO 6000 3050 to the Corporate Small/Small Disadvantaged Business Programs Administrator for a search via the PASS System.

R b. Because of the circumstances or lack of any known Small Business, five categories of items to be procured may be exempted from the requirement to seek SBA assistance in identifying Small Business sources. Each purchase contract file must contain complete documentation/ justification for this action. Company documentation justification must meet the criteria set forth in Corporate Policy 5G5, Competitive Procurement, and any applicable Policy supplements.

(1) Items for which the customer/Company has directed that a specific large business source be used.

(2) Items for which a large business source or product has been formally qualified and the requirements of contract performance or program economics will not permit further qualification of sources or products. Follow-on procurement for an established development program placed with large business for which the economics of the program clearly could not permit placement with other than the established source.

(3) Items or services which are the patented or proprietary property of a large business firm and for which no substitute can be accepted.

(4) A product or service where Boeing has a legal agreement with another company to purchase specific items from them - Example: Teaming Agreement.

(5) A product or service which by its very nature clearly exceeds the reliable productive resources of any but large business. This category of item will be placed on the exception list after this fact has been initially agreed to by the SBA on Form DO 6000 3050.

NOTE:

R Items in b.(1), (2), (3) and (4) above are not listed on the Small Business Exception List (Exhibit D). At the present time there are no items listed on the Small Business Exception List.

c. Determine if bidders are located in a labor surplus area by consulting the latest publication of the U.S. Department of Labor's "Area Trends in Employment and Unemployment". Document this in the purchase contract file.

NOTE:

A Documentation of search for a source in a labor-surplus area is unnecessary if the selected supplier is a single source or sole source.

3. Buyers on all purchase contracts over $10,000 in value awarded under a Government Prime Contract will, in addition to that set forth in IV.B.2. above:

   a. Impose TCN R104 "Small and Small Disadvantaged Business", which references the clauses entitled "Utilization of Small Business and Small Disadvantaged Business Concerns" and "Subcontracting Plan for Small Business and Small Disadvantaged Business Concerns (Negotiated)".

BUYER'S NOTE:

The only exceptions to including the above statement are if the contract is to be performed entirely outside of any State, Territory, or Possession of the United States, the District of Columbia, the Commonwealth of Puerto Rico, or any contract for services which are personal in nature.

R

   b. Impose TCN 0-110 to ensure that on all purchase contracts which exceed $500,000, ($1,000,000 for construction of a public facility), all successful bidders, with the exception of Small Business concerns, adopt and retain a subcontracting plan to ensure the maximum practical participation of Small Business. Impose on the supplier the obligation of providing to Boeing a signed certification in the form of Exhibit F.

BUYER'S NOTE:

Monitoring of the subcontractor's plan will be the responsibility of the cognizant agency of the Federal Government.

4. Buyers will, if the purchase contract is $500,000 or more, including option agreements exercised under a separate purchase contract under a Government prime contract, prepare and send a notification letter (Exhibit B, Form DF 4400-498) to the Administrative Contracting Officer within two weeks after purchase contract awards.

5. Buyers will, under NASA prime contracts of $500,000 or more, prepare a NASA Form 667, Report on NASA Subcontracts, under the following circumstances:

   a. Purchase contracts or purchase contract changes of $10,000 or more in value. Changes include both upward and downward changes of this amount. Complete the portions of the form identified on Exhibit C and submit to NASA.

   b. On purchase contracts of $50,000 or more in value, incorporate Typing Code Note A211 into the purchase contract.

   c. On purchase contracts and purchase contract changes of less than $10,000 in value but of which two or more are negotiated, awarded, and committed to a single supplier as a "package" and their combined total exceeds $10,000, prepare individual 667 Forms (Exhibit C) but crcss reference each form.

C. BAC Small Business/Small Disadvantaged Business Programs Administrator

1. Request periodic inputs of annual goals and quarterly MEACs from Materiel Managers and Central Facilities.

2. Consolidate annual goals and quarterly MEACs using Program inputs forwarded by subcontract and procurement managers and Facilities. Submit completed package to the Director for review/approval and forward to the Corporate Small and Small Disadvantaged Business Programs Administrator and the BAC Corporate Planning Organization.

3. Consolidate inputs from various BAC Programs and submit the quarterly Form DO 6000 4035, Boeing Quarterly Small/Small Disadvantaged Business Subcontracting Report (Exhibit I), in accordance with schedules set by the Corporate Small and Small Disadvantaged Business Programs Liaison Administrator.

NOTE:

This report will compare periodic results against established goals and will include purchase contracts/dollar values placed at Remote Locations.

4. Conduct audits at Remote Locations to ensure progress in meeting goals for placing purchase contracts with Small Business firms.

5. Establish and maintain files:

   a. Small/Small Disadvantaged Subcontract Plan Performance Report (Exhibit G).

   b. Correspondence from buyers relative to notifications/liaison with unsuccessful Small Business bidders.

   c. Monthly and quarterly Material Procurement System Small Business Systems computer reports for Small Business transactions used in preparation of government reporting requirements.

ACV-SBS-E6-7A	Quarterly Supplier Recap
ACV-SBS-E6-0A	Quarterly Small Business Report
ACV-SBS-E6-A-1	Quarterly Minority Business Report
ACV-SBS-E5-1A/1B	Monthly PC/PCC Commitments by Cost Code
ACV-SBS-E5-1C	Purchase Contract Commitments by Division
ACV-SBS-E5-1D	Monthly PC Commitments by Business Size

   d. Potential Supplier Profiles to be utilized as source library for Small Businesses.

   e. Small/Small Disadvantaged Business Directory.

6. Distribute the Area Trends in Employment and Unemployment and publish the Small Business Exception List (Exhibit D).

7. Small/Small Disadvantaged Subcontract Plan Performance (Exhibit G).

   R a. Integrate outplant and IDWA submittals with ACV-SBS-E5-1C, Purchase Contract Commitments by Division.

   b. Complete Part II of Small/Small Disadvantaged Subcontract Plan Performance (Exhibit G) on a monthly basis and submit to program focal point designated in Part I.

8. Distribute Potential Supplier Profiles to appropriate procurement managers and engineering focal points for utilization in Small Business Programs.

A 9. Upon receipt of Quarterly Status Report on Prime Contracts (Exhibit H) from Program Contracts organization:

   a. Update the Quarterly Small/Small Disadvantaged Business Subcontract Report (Exhibit I).

   b. Prepare Subcontracting Reports for individual contracts (Exhibit J).

D. BAC Central Facilities, and BAC Program Remote Locations.

1. Determine and submit to Materiel Administrative Staff annual goals and quarterly MEACs of awards to be made to Small Business enterprises. These goals will be expressed in terms of dollars and also in terms of a percent of total dollar awards.

R 2. Provide reports to Materiel Administrative Staff as follows:

   a. (1) Monthly - actual awards made, measured against the goals set in Paragraph D.1 above.

   (2) Monthly - (See items 15, 16 & 17 of Exhibit I)

   Small Disadvantaged Business Commitments

   List all purchase contracts in excess of $100,000 made to small disadvantaged concerns during the reporting month. List full supplier name, address, commodity/service procured and dollar value.

   Business Opportunity Conferences

   Attach a list of all business opportunity (buyer/seller) conferences attended during the reporting month. Show date(s), conference title, sponsor, location and attendees.

   Noteworthy Events

March 1983

Provide a brief narrative describing noteworthy events/items which occurred during the reporting month, (e.g. training classes conducted, SB/SDB supplier recognition awards, procurement conferences, community or industry recognition and other special items of interest.)

R b. Quarterly - Form DO 6000 4035, "Boeing Quarterly Small/Small Disadvantaged Business Subcontracting Report", (Exhibit I), items 1 through 14 only.

c. Annual - Geographical Distribution of Suppliers and Dollars Committed to Suppliers (Form X21915).

NOTE:
Submission of these data to the Administrative Staff will be done in accordance with instructions and timetable from Administrative Staff.

E. Non BAC Division Small and Small Disadvantaged Business Administrator will provide the following support to BAC on IDWA effort for government prime contracts requiring a Small/Small Disadvantaged Business Subcontract Plan:

1. Establish and maintain files:

    R a. Monthly and quarterly computer reports for Small Business transactions used in the preparation of Small Business/Small Disadvantaged Business Subcontract Plan Performance Report (Exhibit G).

    b. Small/Small Disadvantaged Subcontract Plan Performance Report (Exhibit G).

2. Complete Part II of Small/Small Disadvantaged Subcontract Plan Performance (Exhibit G) on a monthly basis and submit to BAC Small Business/Small Disadvantaged Business Administrator.

F. Finance Credit Manager

1. Maintain central file of written certifications (Exhibit E).

    READER'S NOTE
    Materiel is responsible for obtaining written certifications and recertifications from suppliers.

2. Coordinate with and assist buyers in identifying the correct supplier size code.

3. Coordinate with buyers in qualifying Small Business suppliers by providing financial expertise.

March 1983

A G. Contracts - Program Contracts Organizations will prepare the "Quarterly Status Report on Prime Contracts Which Include Small/Small Disadvantaged Business Plans" (See Exhibit H), and submit that quarterly report to the BAC Small Business/Small Disadvantaged Business Programs Administrator by the fifth working day following the close of the calendar quarter.

FORMS RELATED TO THIS PROCEDURE:

	DO 6000 3050	Request for Procurement Source
	DO 6000 4035	Boeing Quarterly Small/Small Disadvantaged Business Subcontracting Report
	NASA Form 667	Report on NASA Subcontracts
	DF 4400-498	Small Business and Labor Surplus Area Subcontracting Programs (Form Letter)
	DF 4403-800	Subcontracting Plan Certificate
	DF 4400-804	Small/Small Disadvantaged Subcontractor Plan Performance Report
A	Standard Form 294	Subcontract Report for Individual Contracts
A	X 23213	Summary of Bids
	X-23304	Supplier Size Representation

Exhibit A

614-003

REQUEST FOR PROCUREMENT SOURCE

TO: U.S. SMALL BUSINESS ADMINISTRATION

DATE ____________________

The Boeing Company requests your office search

☐ State wide
☐ Nation wide
☐ Other ____________________ (Specify Location)

☐ Small Business Source
☐ Small Disadvantaged Business Source
☐ Women-Owned Business Source

ATTENTION BOEING PERSONNEL

Provide a complete description of the product or service desired. Include a general descriptive term of the item, the major technical characteristics, including the name of the manufacturer, part number, etc. Include attachments if necessary. NO ABBREVIATIONS.

QUANTITY	DESCRIPTION

This procurement is in support of the ____________________ Program. If additional information is required, please call the undersigned on ____________________. Recommended sources must be received by ____________________ in order to meet procurement schedules. Please send your reply to The Boeing Company, to my attention, at the following address:

Buyer ____________________

Organization ______________ M/S ______________

☐ P.O. Box 3999, Seattle, Washington 98124
☐ P.O. Box 3707, Seattle, Washington 98124
☐ P.O. Box 16857, Philadelphia, Penn., 19142
☐ 3801 S. Oliver St., Wichita, Kansas 67210
☐

TO: THE BOEING COMPANY

DATE ____________________

☐ The Small Business Administration submits the attached profiles.
☐ The Small Business Administration is unable to find sources within the time requirements.
☐ No known qualified business source.

SMALL BUSINESS ADMINISTRATION ____________________ Phone ____________________

ROUTING
WHITE PURCHASE CONTRACT FILE (AFTER RETURN FROM SMALL BUSINESS ADMINISTRATION)
YELLOW COMPANY SMALL/SMALL DISADVANTAGED BUSINESS ADMINISTRATOR (AFTER RETURN FROM SMALL BUSINESS ADMINISTRATION
PINK SMALL BUSINESS ADMINISTRATION
GOLDENROD – BUYER FOLLOW-UP

DO 6000 3050 REV 1/81

Page 1 of 1

Exhibit B 614-003

BOEING AEROSPACE COMPANY
P.O. Box 3999
Seattle, Washington 98124
A Division of The Boeing Company

To: Program Administrative Contracting Officer - Mail Stop:
AFPR Subcontract Management Division -
Lt. Col. L. P. Stoll - Mail Stop: 1F-10

Subject: Small Business and Labor Surplus Area Subcontracting Programs

The contractor advises that the following purchase contract has been released:

Purchase Contract No.:

Award Date:

Prime Contract Number:

Supplier:

Work to be Performed:

Where work Performed:

Approximate Amount of Purchase Contract:

BOEING AEROSPACE COMPANY

cc: BAC Small Business and Labor Surplus
Area Administrator
J. R. Dressler, 2-4403, 6K-67
Purchase Contract Files

DF 4400-498 (Rev. 3/83)

Boeing Aerospace Company EXHIBIT C 614-003

NASA FORM 667, Report on NASA Subcontracts

SECTION I.	1. PRIME CONTRACT NO.			*Form Approved OMB No. 104-P012.1*	*For NASA Use Only*
	2. PRIME CONTRACTOR				A.
	3. ADDRESS				B.
II. FIRST-TIER SUBCONTRACT	4. SUBCONTRACTOR				C.
	5. ADDRESS				D.
	6. SMALL BUSINESS ☐ YES ☐ NO	7. MINORITY BUSINESS ☐ YES ☐ NO	8. SUBCONTRACT NO.	9. SUBCONTRACT AMOUNT *(Dollars)* a. PRIOR ______	E.
	10. PRINCIPAL PLACE OF PERFORMANCE *(If known)*			b. THIS ACTION ______ c. NEW TOTAL ______	F.
	11. DESCRIPTION OF WORK			12. TYPE OF EFFORT ☐ a. R&D ☐ b. NON-R&D	G.
III. SECOND-TIER SUBCONTRACT	13. SUBCONTRACTOR				H.
	14. ADDRESS				I.
	15. SMALL BUSINESS ☐ YES ☐ NO	16. MINORITY BUSINESS ☐ YES ☐ NO	17. SUBCONTRACT NO.	18. SUBCONTRACT AMOUNT *(Dollars)* a. PRIOR ______	J.
	19. PRINCIPAL PLACE OF PERFORMANCE *(If known)*			b. THIS ACTION ______ c. NEW TOTAL ______	K.
	20. DESCRIPTION OF WORK			21. TYPE OF EFFORT ☐ a. R&D ☐ b. NON-R&D	L.
22. COMPANY SUBMITTING REPORT		23. SUBMITTED BY		24. DATE	

On changes to purchase contracts previously reported on NASA 667, enter only the amount of the change. On changes to purchase contracts not previously reported, enter: Orig. $ (Amount)
Mod (Amount)
New Value ~~$ (Amount)~~

NASA FORM 667 JUL 77 PREVIOUS EDITIONS ARE OBSOLETE REPORT ON NASA SUBCONTRACTS RCS 10PUBL00433

INSTRUCTIONS – GENERAL AND SPECIFIC

A. This report form is for use by NASA prime contractors and first-tier subcontractors participating in the NASA subcontracting reporting program. *(See Paragraph 16.902 of the NASA Procurement Regulation.)* Parts I and II of the form are for use by the prime contractors. Parts I, II and III are for use by the first-tier subcontractors.

B. NASA prime contractors will complete and submit Parts I and II of the form for each subcontract *as defined in Paragraph E. below)* placed by them which is estimated will exceed $10,000 and for each action *(modification)* in excess of $10,000 on such subcontract. Modifications to be reported include actions which result in the decommitment of funds as well as commitments.

C. First-tier subcontractors having any subcontracts which are estimated will exceed $50,000 will complete and submit the form in entirety for each subcontract *(as defined in Paragraph E. below)* placed by them which is estimated will exceed $10,000 and for each action *(modification)* in excess of $10,000 on such subcontract. Modifications to be reported include actions which result in the decommitment of funds as well as commitments.

D. For use in reporting on NASA subcontracts, "research and development" means basic and applied research, and design and development of prototypes and processes to (1) pursue a planned search for new knowledge, with or without reference to a specific application, (2) apply existing knowledge in the creation of new products or processes, and (3) apply existing knowledge in the improvement or modification of present products or processes. It excludes subcontracts for the purchase of standard commercial items and services.

E. The term "subcontract" as used herein means procurement in the excess of $10,000 by the prime contractor or first-tier subcontractor of articles, materials, or services entering into the performance of a specific NASA prime contract. It does not include purchases, regardless of amount, of stock items, materials, or services which cannot be identified with a specific NASA prime contract.

F. NASA prime contractors will provide the number of the NASA prime contract to their first-tier subcontractors for entry on the reports.

The report is to be submitted as soon as possible after placement of the subcontract to the National Aeronautics and Space Administration, Office of Procurement, Code HA, Washington, DC 20546.

H. Prime contractors will obtain a supply of the forms from their NASA Contracting Officer. Subcontractors will obtain the forms from the prime contractor.

Item 1. Enter the NASA prime contract number.
Item 2. Enter name, and division if applicable, of the prime contractor.
Item 3. Enter address *(City and State only)* of the prime contractor.
Item 4. Enter name, and division if applicable, of the subcontractor.
Item 5. Enter address *(City and State only)* of the subcontractor.
Item 6. Check applicable box. *(For definition of a small business concern, see Paragraph 1.701 of the NASA Procurement Regulation.)*
Item 7. Check applicable box. *(For definition of a minority business concern, see Paragraph 1.332-1 of the NASA Procurement Regulation.)*
Item 8. Enter subcontract or purchase order number specified by the contractor initiating the action.
Item 9. Enter in terms of commitments, to the nearest dollar, the amount of the subcontract, or amount of modification to the subcontract. Modifications resulting in decommitments are to be enclosed in parentheses. On line 9a, enter the cumulative amount of the subcontract prior to the action being reported. If the reported action is a new subcontract, enter the word "New." On line 9b, enter the amount of the action being reported. On line 9c, enter the new cumulative amount *(total of lines 9a and 9b)*.
Item 10. Enter the location *(City and State only)* of the principal plant or place of business where the items will be produced or supplied from stock or where the work will be performed, if known. For construction subcontracts, enter the site of construction.
Item 11. Enter a brief description of the item to be furnished or the work to be performed under the subcontract. *(For example: Electrical Indicating Meters for Shuttle Orbiters.)*
Item 12. Check applicable box to indicate whether effort involves research and development. *(See Instruction D.)*
Items 13 through 21. See items 4 through 12.
Item 22. Enter the name of the company submitting the report. This should be the name of the prime contractor for reports on first-tier subcontracts. It should be the name of the first-tier subcontractor for reports on second-tier subcontracts.
Item 23. Typed name and signature of company individual submitting the report.
Item 24. Enter the date of signature.

GPO 822-029

Exhibit D

SMALL BUSINESS EXCEPTION LIST

Part#	Description/Nomenclature	Exception List Status Expires the Last Day of:

THERE ARE NO ITEMS ON THE SMALL BUSINESS EXCEPTION LIST AT THIS TIME.

Exhibit E

614-003

THE BOEING COMPANY

P.O. Box 3999
Seattle, Washington 98124

TO: ______________________________
COMPANY NAME
____
ADDRESS
____
CITY STATE ZIP CODE

DETACH AT PERFORATION AND RETURN ONLY THE BOTTOM PORTION

TO: ALL SUPPLIERS OF THE BOEING COMPANY

In accordance with Government regulations and prime contract requirements, we are required to verify the business size and classification of our suppliers and subcontractors. We ask your cooperation by completing and returning this form to the sender within ten (10) days. If you have done business with more than one division of the Boeing Company, it is possible that you will receive more than one certification form. If you do, please respond individually to each inquiry. Your prompt response will avoid unnecessary delays in future business transactions. Please refer to the opposite side for business "type" definitions.

SUPPLIER CODE NUMBER ☐☐☐☐☐☐

FOR BUYERS USE ONLY

If your address is incorrect, please enter your new address here.

COMPANY NAME

DIVISION OR SUBSIDIARY (if applicable)

ADDRESS

CITY STATE ZIP CODE

Please check the appropriate block

☐ FOREIGN OWNED BUSINESS CONCERN (To check this category you must conform with definition No. 7 on the opposite side)

☐ SMALL BUSINESS CONCERN (To check this category you must conform with definition No. 1 on the opposite side)

☐ LARGE BUSINESS CONCERN (To check this category you must conform with definition No. 2 on the opposite side)

SMALL DISADVANTAGED BUS. CONCERN (To check this category you must conform with definition No. 5 on the opposite side)

☐ LARGE MINORITY BUS. CONCERN (To check this category you must conform with definitions Nos. 4 and 5 on the opposite side)

☐ NON-PROFIT BUSINESS CONCERN (To check this category you must conform with definition no. 6 on the opposite side)

☐ LARGE WOMEN-OWNED BUS. CONCERN (To check this category you must conform with definitions Nos. 2 and 3 on the opposite side)

☐ SMALL WOMEN-OWNED BUS. CONCERN (To check this category you must conform with definitions Nos. 1 and 3 on the opposite side)

☐ LARGE MINORITY WOMEN-OWNED BUSINESS CONCERN (To check this category you must conform with definitions Nos. 3 and 4 on the opposite side) side)

☐ SMALL DISADVANTAGED WOMEN-OWNED BUSINESS CONCERN (To check this category you must conform with definitions Nos. 3 and 5 on the opposite side)

CERTIFICATION BY AN AUTHORIZED REPRESENTATIVE VERIFYING THE INFORMATION CONTAINED ON THIS FORM

AUTHORIZED SIGNATURE	TITLE	DATE

Page 1 of 2

D0-6000-4195 Orig. 3/81

Exhibit E 614-003

DEFINITIONS

1. SMALL BUSINESS CONCERN
The term "small business concern" shall mean a business as defined pursuant to Section 3 of the Small Business Act and relevant regulations issued pursuant thereto. Generally, this means a small business concern organized for profit, which is independently owned and operated, is not dominant in the field of operations in which it is bidding, and meets the size standards as prescribed in Government regulations. Consult your Regional or District SBA office if further clarification is needed.

2. LARGE BUSINESS CONCERN
A business concern that exceeds the small business size code standards established by the Small Business Administration as set forth in code of Federal Regulation, Title 13, Part 121.

3. WOMEN-OWNED BUSINESS CONCERN
The term "women-owned business" is a business that is at least 51% owned by a woman or women who also control and operate it. "Control" in this context means exercising the power to make policy decisions. "Operate" in this context means actively involved in the day-to-day management.

4. LARGE MINORITY CONCERN
A concern which meets the criteria and definition in category No. 5, but which is not a small business by the SBA's size standards.

5. SMALL DISADVANTAGED BUSINESS CONCERN
The term "small business concerned owned and controlled by socially and economically disadvantaged individuals" shall mean a small business concern which is at least 51 percentum owned by one or more socially and economically disadvantaged individuals or, in the case of any publicly owned business, at least 51 percentum of the stock which is owned by one or more socially and economically disadvantaged individuals? and whose management and daily business operations are controlled by one or more of such individuals. Socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, and other minorities, or individuals found to be disadvantaged by the Small Business Administration pursuant to Section 8(a) of the Small Business Act. The term "Native Americans" includes American Indians, American Eskimos, American Aleuts, and Native Hawaiians. The term "Asian-Pacific Americans" includes United States citizens whose origins are from Japan, China, the Philippines, Viet Nam, Korea, Samoa, Guam, The U.S. Trust Territories of the Pacific, Northern Marianas, Loaos, Cambodia, and Taiwan.

6. NON-PROFIT BUSINESS CONCERN
Any organization not conducted or maintained for the purpost of making profit. Included in this category are: sheltered workshops, universities, colleges, and local, state and federal governments.

7. FOREIGN OWNED BUSINESS CONCERN
A business concern is considered to be foreign if the basic contractual and legal responsibilities for it's operations reside outside the 50 United States, it's territories and possessions.

RETURN ADDRESS:

____

____

____

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT NO. 1527 SEATTLE, WA

POSTAGE WILL BE PAID BY ADDRESSEE

THE BOEING COMPANY

SUPPLIER CODE II M/S 84-60
P.O. Box 3999
Seattle, Washington 98124

Exhibit F 614-003

BOEING AEROSPACE COMPANY
P. O. Box 3999
Seattle, Washington 98124
A Division of The Boeing Company

SMALL BUSINESS
AND
SMALL DISADVANTAGED BUSINESS
SUBCONTRACTING PLAN
CERTIFICATE

Offeror hereby certifies that in consonance with the clause set forth in Defense Acquisition Regulation 7-104.14(b), entitled "Subcontracting Plan for Small Business and Small Disadvantaged Business Concerns (Negotiated)", Offeror shall adopt a documented Small Business and Small Disadvantaged Business Subcontracting Plan, in the event that in connection with Offeror's proposal, Offeror is awarded a subcontract which exceeds $500,000.

Company: ______________________________

Signature: ______________________________

Title: ______________________________

Date: ______________________________

Exhibit G 614-003

SMALL/SMALL DISADVANTAGED BUSINESS SUBCONTRACT PLAN PERFORMANCE REPORT

NOTE: Complete this form only after the subcontract plan has been negotiated into the prime contract.

PART I

Current Date ______________

Program ________________________ Prime Contract # ____________________

Effective Date ____________________ Completion Date ____________________

Name of Focal Point ________________________ Mail Stop ______________

Abbreviated Prime Contract #(s) ______________________________________

Contract Title ____

____

The information given below is valid as of ______________________.
(Date)

CONTRACT GOALS

Total Subcontract Dollars $ ______________

Small Business $______________ ________%

Small Disadvantaged Business $______________ ________%

Incentive Clause? Yes ________ No ________

PART II

Performance Actuals Month/Year ____________________

	SMALL BUSINESS		SMALL DISADVANTAGED BUSINESS		TOTAL
Current	$__________	_____%	$__________	_____%	$__________
Cumulative	$__________	_____$	$__________	_____%	$__________

DF 4400-804 (Rev 9/82)

EXHIBIT H

O. P. 614-003

Ref. No. ______________________

____
(Date Submitted)

To: J. R. Dressler 2-4403 M/S 6K-77

Subject: ______________________ Program.

QUARTERLY REPORT ON STATUS OF PRIME CONTRACTS
WITH SMALL/SMALL DISADVANTAGED BUSINESS PLANS

The following information is provided to support the preparation of required Government Reports under PL 95-507.

The data in this report has been prepared as of ______________________.
(date - end of quarter)

For Currently Active Contracts having small and/or small disadvantaged business plans see Attachment A.

For Completed Contracts having small and/or small disadvantaged business plans see Attachment B.

A copy of this report (including attachments) has been provided to the following individuals:

Ione Kniskern, BAC Central Contracts, 2-1105, M/S 85-75

______________________, Materiel Manager(s) having cognizance of the Contracts listed above.

____
Program Contracts Manager

Orgn.__________ Telephone __________
M/S __________

Attachment A
Attachment B

______________ Program

Attachment A to Exhibit H

QUARTERLY STATUS REPORT ON
CURRENTLY ACTIVE PRIME CONTRACTS WHICH INCORPORATE
SMALL/SMALL DISADVANTAGED SUBCONTRACT PLANS

Dated ______________
(Date of Reference)

Page ______ of ....

Prime Contract No.:	Current Dollar Value (Definitized):	Procuring Agency (W/Location):
Prime Contract Title:	Effective Date:	
	Estimated Completion Date:	Administering Agency:
Prime Contract No.:	Current Dollar Value (Definitized):	Procuring Agency (W/Location):
Prime Contract Title:	Effective Date:	
	Estimated Completion Date:	Administering Agency:
Prime Contract No.:	Current Dollar Value (Definitized):	Procuring Agency (W/Location):
Prime Contract Title:	Effective Date:	
	Estimated Completion Date:	Administering Agency:
Prime Contract No.:	Current Dollar Value (Definitized):	Procuring Agency (W/Location):
Prime Contract Title:	Effective Date:	
	Estimated Completion Date:	Administering Agency:

____________________ Program

Attachment B to Exhibit H

Dated____________________
(Date of Reference)

QUARTERLY STATUS REPORT ON
COMPLETED PRIME CONTRACTS WHICH INCORPORATE
SMALL/SMALL DISADVANTAGED SUBCONTRACT PLANS

Page _______ of ______

Prime Contract No.:
Current Dollar Value (Definitized):
Procuring Agency (W/Location):
Prime Contract Title:
Effective Date:
Actual Completion Date:
Administering Agency:

Prime Contract No.:
Current Dollar Value (Definitized):
Procuring Agency (W/Location):
Prime Contract Title:
Effective Date:
Actual Completion Date:
Administering Agency:

Prime Contract No.:
Current Dollar Value (Definitized):
Procuring Agency (W/Location):
Prime Contract Title:
Effective Date:
Actual Completion Date:
Administering Agency:

Prime Contract No.:
Current Dollar Value (Definitized):
Procuring Agency (W/Location):
Prime Contract Title:
Effective Date:
Actual Completion Date:
Administering Agency:

BOEING Exhibit I 614-003

QUARTERLY SMALL/SMALL DISADVANTAGED BUSINESS SUBCONTRACTING REPORT

SEE REVERSE FOR INSTRUCTIONS	1. COMPANY/DIVISION	2. REPORTING PERIOD ☐ JAN-MAR ☐ JULY-SEPT ☐ APR-JUN ☐ OCT-DEC	3. YEAR 19___	4. DATE SUBMITTED
THE FOLLOWING STATISTICS WERE DEVELOPED FROM PROCUREMENTS IN SUPPORT OF	6. DATE OF LAST GOVT: REVIEW	7. REVIEWING AGENCY	8. CONTACT FOR REPORT (NAME & TELEPHONE NUMBER)	

NUMBER AND VALUE OF PURCHASE COMMITMENTS

CLASSIFICATION BY BUSINESS SIZE	CURRENT QUARTER THIS YEAR			SAME QUARTER LAST YEAR		
	NUMBER	DOLLARS	%	NUMBER	DOLLARS	%
9. TOTAL (SUM OF a. AND b.)			100			100
a. SMALL BUSINESS CONCERNS						
b. LARGE BUSINESS CONCERNS						
10. SMALL DISADVANTAGED BUSINESS ($ AND % OF 9.)						
11. LABOR SURPLUS AREA CONCERNS ($ AND % OF 9.)						

SUBCONTRACT GOAL ACHIEVEMENT

	NUMBER OF CONTRACTS	DOLLAR VALUE OF SUBCONTRACTS	DOLLAR VALUE OF SUBCONTRACT GOALS	ACTUAL GOAL ACHIEVEMENT	
				DOLLARS	%
12. CONTRACTS WITH SMALL BUSINESS SUBCONTRACT GOALS					
a. ACTIVE CONTRACTS					
b. CONTRACTS COMPLETED THIS QTR. WHICH MET GOALS					
c. CONTR COMPLETED THIS QTR./DID NOT MEET GOALS					
CONTR. WITH SMALL DISADVANTAGED SUBCONTRACT GOALS					
a. ACTIVE CONTRACTS					
b. CONTRACTS COMPLETED THIS QTR. WHICH MET GOALS					
c. CONTR. COMPLETED THIS QTR./DID NOT MEET GOALS					

14. REMARKS. (ENTER A SHORT NARRATIVE EXPLANATION IF (a) ZERO IS ENTERED IN BLOCKS 9(a) OR 10 FOR THE CURRENT QUARTER (b) THE PERCENT ENTRY IN BLOCK 9(a) FOR THE CURRENT QUARTER IS MORE THAN FIVE PERCENTAGE POINTS BELOW THE PERCENTAGE REPORTED FOR THE SAME PERIOD LAST YEAR (c) THE PERCENT ENTRY IN BLOCK 10 FOR THE CURRENT QUARTER IS LOWER THAN THE PERCENT REPORTED FOR THE SAME PERIOD LAST YEAR).

15. SMALL DISADVANTAGED BUSINESS COMMITMENTS
ATTACH A LIST OF ALL PURCHASE CONTRACTS IN EXCESS OF $100,000 MADE TO SMALL DISADVANTAGED CONCERNS DURING THE REPORTING QUARTER. LIST FULL SUPPLIER NAME, ADDRESS, COMMODITY/SERVICE PROCURED AND DOLLAR VALUE.

16. BUSINESS OPPORTUNITY CONFERENCES
ATTACH A LIST OF ALL BUSINESS OPPORTUNITY (BUYER/SELLER) CONFERENCES ATTENDED DURING THE REPORTING QUARTER. SHOW DATE(S), CONFERENCE TITLE, SPONSOR, LOCATION AND ATTENDEES.

17. NOTEWORTHY EVENTS
PROVIDE A BRIEF NARRATIVE DESCRIBING NOTEWORTHY EVENTS/ITEMS WHICH OCCURRED DURING THE REPORTING QUARTER. (E.G. TRAINING CLASSES CONDUCTED, SB/SDB SUPPLIER RECOGNITION AWARDS, PROCUREMENT, COUNSELLING, /COMMUNITY OR INDUSTRY RECOGNITION AND OTHER SPECIAL ITEMS OF INTEREST.)

18. NAME OF LIAISON OFFICER	APPROVAL SIGNATURE	DATE

[illegible]

Exhibit J

614-003

SUBCONTRACTING REPORT FOR INDIVIDUAL CONTRACTS

(Report to be submitted semi-annually. See back of form for instructions)

FORM APPROVED OMB NO. 3090-0052

1. REPORTING PERIOD		2. REPORT NO.	3. TYPE OF CONTRACT	4. DATE SUBMITTED
FROM *(Date)*	TO *(Date)*		☐ PRIME CONTRACT ☐ SUBCONTRACT	

GENERAL INFORMATION

5. AGENCY/CONTRACTOR AWARDING CONTRACT *(Name & Address)*	7. REPORTING CONTRACTOR *(Name and Address)*	
6. PRIME CONTRACT NO. *(And Subcontract No., if applicable)*	8. BUSINESS CLASS. CODE	9. DUNS NO. *(If applicable)*
10. ADMINISTERING AGENCY	11. DATE OF LAST GOVERNMENT REVIEW	12. REVIEWING AGENCY

13. DOLLAR-VALUE OF PRIME OR SUBCONTRACT.	14. ESTIMATED DOLLAR VALUE OF COMMITMENTS AS IN PLAN.	15. GOALS	DOLLARS	PERCENT
		a. SMALL BUSINESS CONCERNS		
		b. SMALL DISAD. BUSINESS CONCERNS		

SUBCONTRACT AND PURCHASE COMMITMENTS

COMMITMENTS		THIS REPORTING PERIOD		CUMULATIVE	
		DOLLARS	PERCENT	DOLLARS	PERCENT
16. TOTAL DIRECT SUBCONTRACT COMMITMENTS *(Sum of a & b)*			100		100
a. TOTAL SMALL BUSINESS CONCERNS					
(1) SMALL DISADVATAGED BUSINESS CONCERNS	*(% of 16)*				
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 16)*				
b. LARGE BUSINESS CONCERNS	*(% of 16)*				
17. TOTAL INDIRECT COMMITMENTS *(Sum of a & b)*					
a. TOTAL SMALL BUSINESS CONCERNS					
(1) SMALL DISADVANTAGED BUSINESS CONCERNS	*(% of 17)*				
(2) OTHER SMALL BUSINESS CONCERNS	*(% of 17)*				
b. LARGE BUSINESS CONCERNS	*(% of 17)*				

18. REMARKS

19. TYPE THE NAME AND TITLE OF THE INDIVIDUAL ADMINISTERING CONTRACT	SIGNATURE	TELEPHONE NO. *(and Area Code)*
TYPE THE NAME AND TITLE OF THE APPROVING OFFICER	SIGNATURE	

NSN 7540-01-112-8357

294-101

STANDARD FORM 294 (4-81)
Prescribed by GSA (FPR Temporary Regulation 59)

EXHIBIT H

THE BOEING COMPANY

P. O. Box 3707
Seattle, Washington 98124

Thank you for your inquiry about becoming a supplier to The Boeing Company. I will be happy to assist you in contacting those procurement organizations most likely to have need of the product or service you sell. However, before this can be done, it will be necessary to know more about your products and capabilities. I am enclosing our Potential Supplier Profile questionnaire form. Please complete the form and return Parts 1 and 2 to me. Refer to the reverse side of the questionnaire before completing the "size/classification" information blocks on the front of the form. The canary copy of the questionnaire is for your files.

Upon receipt of your completed profile questionnaire, I will carefully review your capabilities, and based on that review, I will provide you with the specific individuals you should contact.

A copy of the questionnaire will be forwarded to the U.S. Small Business Administration (SBA) for inclusion into its Procurement Automated Source System (PASS) if you so designate. The SBA PASS network is a national computerized data base of small and small disadvantaged business concerns desiring to do business with the federal government or government contractors. Government and industry buyers nationwide use PASS to locate potential bidders.

Boeing recognizes the important role that the vast number of highly qualified and capable small, small disadvantaged, and women-owned business suppliers have played in the success of Boeing products. Thank you for your interest and for introducing your company.

EXHIBIT I

BOEING POTENTIAL SUPPLIER PROFILE QUESTIONNAIRE - INSTRUCTIONS

1 *Your prompt return of the original copy of this form will be appreciated. Submission of this form does not constitute approval of your firm as a Boeing supplier, nor obligate Boeing to solicit requests for quotation.*

2 *The data on this form will be used to evaluate the potential of your firm as a Boeing supplier. All questions must be answered. If a question is not applicable to your firm's type of product or service, enter N/A for "Not Applicable," or check the appropriate block. (Please type or print clearly for reproduction purposes.)*

IDENTIFICATION

ompany Name

Mailing Address	City	State	Zip
mployer Identification No. (if avail.)	No. of Employees	Total Sales Last Fiscal Year	Year Business Established
Contact Person	Title	Phone	

Please estimate the percentage of your business allocated to the following (total must equal 100%) and complete the appropriate section(s)

MANUFACTURING/SUPPLIES - [illegible] ______ %

☐ Manufacturer ☐ Dealer
☐ Wholesale Distributor
☐ Mfg. Facility Size ______ Sq. Ft.

CONSTRUCTION ______ %

Maximum current bonding level - $ ______ (if applicable)
Maximum operating radius ______ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world enter 9999 above

RESEARCH AND DEVELOPMENT ______ %

No. of Engineers & Scientists ______
Expertise of key personnel ______

SERVICES ______ %

Maximum current bonding level - $ ______ (if applicable)
Maximum operating radius ______ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world enter 9999 above

CAPABILITIES - [illegible]

List products and services offered and special capabilities ______

OWNERSHIP - [illegible] ✓

Company is at least 51% owned, controlled and actively managed by

☐ Veteran(s)
☐ Check if any service was in Vietnam era (1964-1975)
☐ Woman/Women
☐ Minority Person(s)

If Minority Owner, Check

☐ Black American
☐ Native American (Includes American Indian, Eskimo, Aleut & Native Hawaiian)
☐ Hispanic American
☐ Asian Pacific American (Includes Oriental)
☐ Asian Indian American (Includes India, Pakistan and Bangladesh)

XPORTS - [illegible] ✓ [illegible] **ACTIVE EXPORTER** ☐ **INTERESTED IN EXPORTS** ☐ **NOT INTERESTED IN EXPORTS** ☐

SIZE INFORMATION - *Please Check the Appropriate Block (Check only one)*

PLEASE REFER TO HE OPPOSITE SIDE F THIS PAGE FOR BUSINESS "TYPE" EFINITIONS

☐ *Foreign-Owned Business Concern* (Refer to definition No. 7 on the opposite side)
☐ *Small Business Concern* (Refer to definition No. 1 on the opposite side)
☐ *Large Business Concern* (Refer to definition No. 2 on the opposite side)
☐ *Small-Disadvantaged Business Concern* (Refer to definition No. 5 on the opposite side)
☐ *Large-Minority Business Concern* (Refer to definition Nos. 4 and 5 on the opposite side)
☐ *Non-Profit Business Concern* (Refer to definition No. 6 on the opposite side)
☐ *Large-Women-Owned Business Concern* (Refer to definition Nos. 2 and 3 on the opposite side)
☐ *Small-Women-Owned Business Concern* (Refer to definition Nos. 1 and 3 on the opposite side)
☐ *Large-Minority Women-Owned Business Concern* (Refer to definition Nos. 3 and 4 on the opposite side)
☐ *Small-Disadvantaged Women-Owned Business Concern* (Refer to definition Nos. 3 and 5 on the opposite side)

QUALITY CONTROL Q.C. INFORMATION

O YOU HAVE A Q.C. MANUAL ☐ YES ☐ NO

ARE Q.C. PROCEDURES BASED ON ☐ MIL-Q-9858A ☐ MIL-I-45208 ☐ MIL-STD-1520A ☐ OTHER (IDENTIFY)

Signature of Person Filling Out Form	Title	Date

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nature of Company Officer	Title	Date	For SBA Use Only

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Business "Type" Definitions

1. *SMALL BUSINESS CONCERN*

   The term "small business concern" shall mean a business as defined pursuant to Section 3 of the Small Business Act and relevant regulations issued pursuant thereto. Generally, this means a small business concern organized for profit, which is independently owned and operated, is not dominant in the field of operations in which it is bidding, and meets the size standards as prescribed in Government regulations. Consult your Regional or District SBA office if further clarification is needed.

2. *LARGE BUSINESS CONCERN*

   A business concern that exceeds the small business size code standards established by the Small Business Administration as set forth in code of Federal Regulation, Title 13, Part 121.

3. *WOMEN-OWNED BUSINESS CONCERN*

   The term "women-owned business" is a business that is at least 51% owned by a woman or women who also control and operate it. "Control," in this context, means exercising the power to make policy decisions. "Operate," in this context, means actively involved in the day-to-day management.

4. *LARGE-MINORITY BUSINESS CONCERN*

   A concern which meets the criteria and definition in category No. 5, but which is not a small business by the SBA's size standards.

5. *SMALL-DISADVANTAGED BUSINESS CONCERN*

   The term "small business concern owned and controlled by socially and economically disadvantaged individuals" shall mean a small business concern which is at least 51 percentum owned by one or more socially and economically disadvantaged individuals or, in the case of any publicly owned business, at least 51 percentum of the stock which is owned by one or more socially and economically disadvantaged individuals and whose management and daily business operations are controlled by one or more of such individuals. "Socially and economically disadvantaged individuals" include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian Indian Americans, and other minorities, or individuals found to be disadvantaged by the Small Business Administration pursuant to Section 8(a) of the Small Business Act. The term "Native Americans" includes American Indians, American Eskimos, American Aleuts, and Native Hawaiians. The term "Asian-Pacific Americans" includes United States citizens whose origins are from Japan, China, the Philippines, Viet Nam, Korea, Samoa, Guam, The U.S. Trust Territories of the Pacific, Northern Marianas, Laos, Cambodia, and Taiwan. The term "Asian Indian Americans" includes U.S. citizens whose origins are from India, Pakistan and Bangladesh.

6. *NON-PROFIT BUSINESS CONCERN*

   Any organization not conducted or maintained for the purpose of making profit. Included in this category are: Sheltered workshops, universities, colleges, and local, state and federal governments.

7. *FOREIGN-OWNED BUSINESS CONCERN*

   A business concern is considered to be foreign if the basic contractual and legal responsibilities for its operations reside outside the 50 United States, its territories and possessions.

BOEING POTENTIAL SUPPLIER PROFILE QUESTIONNAIRE – INSTRUCTIONS

1 *Your prompt return of the original copy of this form will be appreciated. Submission of this form does not constitute approval of your firm as a Boeing supplier, nor obligate Boeing to solicit requests for quotation.*

2 *The data on this form will be used to evaluate the potential of your firm as a Boeing supplier. All questions must be answered. If a question is not applicable to your firm's type of product or service, enter N/A for "Not Applicable," or check the appropriate block. (Please type or print clearly for reproduction purposes.)*

IDENTIFICATION

Company Name			
Mailing Address	City	State	Zip
Employer Identification No (if avail.)	No. of Employees	Total Sales Last Fiscal Year	Year Business Established
Contact Person	Title	Phone	

Please estimate the percentage of your business allocated to the following (total must equal 100%) and complete the appropriate section(s).

MANUFACTURING/SUPPLIES - Check One ________ %

☐ Manufacturer ☐ Dealer
☐ Wholesale Distributor
☐ Mfg. Facility Size ________ Sq. Ft

CONSTRUCTION ________ %

Maximum current bonding level - $ ________ (if applicable)
Maximum operating radius ________ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world enter 9999 above

RESEARCH AND DEVELOPMENT ________ %

No. of Engineers & Scientists ________
Expertise of key personnel ________________

SERVICES ________ %

Maximum current bonding level - $ ________ (if applicable)
Maximum operating radius ________ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world enter 9999 above

CAPABILITIES - Limit 32 words [illegible] avoid abbreviations

List products and services offered and special capabilities ________________

OWNERSHIP - Check all applicable boxes ☑

Company is at least 51% owned, controlled and actively managed by:

☐ Veteran(s)
☐ Check if any service was in Vietnam era (1964-1975)
☐ Woman/Women
☐ Minority Person(s)

If Minority Owner, Check

☐ Black American
☐ Native American (Includes American Indian, Eskimo, Aleut & Native Hawaiian)
☐ Hispanic American
☐ Asian Pacific American (Includes Oriental)
☐ Asian Indian American (Includes India, Pakistan and Bangladesh)

PORTS - Check one ☑ box for International Trade Interest **ACTIVE EXPORTER** ☐ **INTERESTED IN EXPORTS** ☐ **NOT INTERESTED IN EXPORTS** ☐

SIZE INFORMATION - *Please Check the Appropriate Block (Check only one)*

PLEASE REFER TO HE OPPOSITE SIDE F THIS PAGE FOR BUSINESS "TYPE" EFINITIONS.

☐ *Foreign-Owned Business Concern* (Refer to definition No. 7 on the opposite side)
☐ *Small Business Concern* (Refer to definition No. 1 on the opposite side)
☐ *Large Business Concern* (Refer to definition No. 2 on the opposite side)
☐ *Small-Disadvantaged Business Concern* (Refer to definition No. 5 on the opposite side)
☐ *Large-Minority Business Concern* (Refer to definition Nos. 4 and 5 on the opposite side)
☐ *Non-Profit Business Concern* (Refer to definition No. 6 on the opposite side)
☐ *Large-Women-Owned Business Concern* (Refer to definition Nos. 2 and 3 on the opposite side)
☐ *Small-Women-Owned Business Concern* (Refer to definition Nos. 1 and 3 on the opposite side)
☐ *Large-Minority Women-Owned Business Concern* (Refer to definition Nos. 3 and 4 on the opposite side)
☐ *Small-Disadvantaged Women-Owned Business Concern* (Refer to definition Nos. 3 and 5 on the opposite side)

QUALITY CONTROL Q.C. INFORMATION

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Signature of Person Filling Out Form	Title	Date

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A business concern that exceeds the small business size code standards established by the Small Business Administration as set forth in code of Federal Regulation, Title 13, Part 121.

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The term "women-owned business" is a business that is at least 51% owned by a woman or women who also control and operate it. "Control," in this context, means exercising the power to make policy decisions. "Operate," in this context, means actively involved in the day-to-day management.

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Mailing Address	City	State	Zip
mployer Identification No. (if avail.)	No. of Employees	Total Sales Last Fiscal Year	Year Business Established
Contact Person	Title	Phone	

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MANUFACTURING/SUPPLIES - *Check One* ______ %

☐ Manufacturer ☐ Dealer
☐ Wholesale Distributor
☐ Mfg. Facility Size ________ Sq. Ft.

CONSTRUCTION ______ %

Maximum current bonding level - $ ________ (if applicable)
Maximum operating radius ________ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world enter 9999 above

RESEARCH AND DEVELOPMENT ______ %

No. of Engineers & Scientists ________
Expertise of key personnel ____________________
____
____

SERVICES ______ %

Maximum current bonding level - $ ________ (if applicable)
Maximum operating radius ________ miles
Anywhere in U.S. enter 3999 above
Anywhere in the world, enter 9999 above

CAPABILITIES - *Limit 32 words ... avoid abbreviations*

List products and services offered and special capabilities ____________________
____
____
____
____

OWNERSHIP - *Check all applicable boxes* ✓

Company is at least 61% owned, controlled and actively managed by

☐ Veteran(s)
☐ Check if any service was in Vietnam era (1964-1975)
☐ Woman/Women
☐ Minority Person(s)

→ If Minority Owner, Check:

☐ Black American
☐ Native American (Includes American Indian, Eskimo, Aleut & Native Hawaiian)
☐ Hispanic American
☐ Asian Pacific American (Includes Oriental)
☐ Asian Indian American (Includes India, Pakistan and Bangladesh)

PORTS - *Check One* ✓ [illegible] ACTIVE EXPORTER ☐ INTERESTED IN EXPORTS ☐ NOT INTERESTED IN EXPORTS ☐

SIZE INFORMATION - *Please Check the Appropriate Block (Check only one)*

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EXHIBIT J

THE BOEING COMPANY

P. O. Box 3707
Seattle, Washington 98124

Dear:

Thank you for completing and returning the Boeing Potential Supplier Profile Questionnaire. Based on the product or service information that you provided, the companies or divisions listed on the attachment may from time to time have requirements for such products or services.

In corresponding with those individuals listed on the attachment, please send them a copy of your completed Potential Supplier Profile Questionnaire. This will inform them that you nave already established contact with Boeing. I am enclosing copies of your questionnaire for this specific purpose. Any additional data that you may wish to make available to our procurement organizations, i.e., brochures, catalogs, etc., should also be sent with your initial correspondence. If one of the listed groups or divisions has a need for your products or services, it will contact you directly; otherwise the information will be placed in source files for future reference. Please do feel free to contact any of the procurement personnel directly.

A copy of Boeing's Directory of Buyers is enclosed. It will provide you with general information concerning our procurement policies and practices, and the names and locations of all buying personnel at Boeing. Also enclosed is the U.S. Small Business Administration's booklet "Your Business and the SBA" and Forms 115A and 115B from which you may order additional management assistance publications. You will note there is a nominal charge for some of the booklets. I hope these pamphlets will be helpful to you.

It may also be appropriate to bring the U.S. Department of Commerce publication "Commerce Business Daily" to you attention. It is a published list of U.S. Government procurement invitations, subcontracting leads, prime contract awards, sales of surplus property, and foreign business opportunities. You might find it is a helpful aid in identifying business opportunities for your company. Subscription information may be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

BOEING

Another publication of interest to small disadvantaged businesses is the "1983 Guide to Federal Minority Enterprise and Related Assistance Programs" reference book. The Guide is a complete reference book describing Federal programs which furnish actual capital, management assistance, and contracting opportunities for minority businesses as well as other Federal business-related programs which may be of particular interest to minority entrepreneurs. In addition, it contains a Federal Opportunities Matrix which indicates where 26 major Federal agencies placed Federal procurement contracts in the two preceding fiscal years. The Guide may be obtained free of charge by contacting the Department of Commerce, Minority Business Development Agency's (MBDA) Information Clearing House in Washington, D.C. Any businessperson or interested party can refer to this publication for information regarding the general terms of a program and who to contact. Additional information can be obtained by contacting the regional offices of the MBDA or MBDA headquarters.

Thank you for showing an interest in doing business with The Boeing Company and best of luck with all your future endeavors.

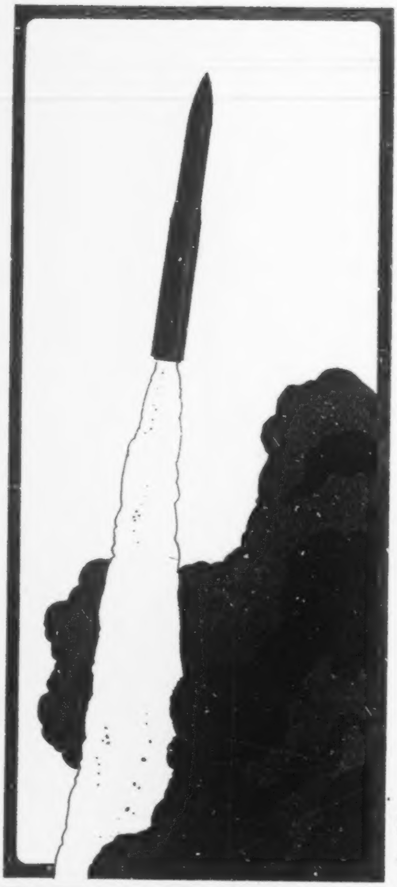
Very truly yours,

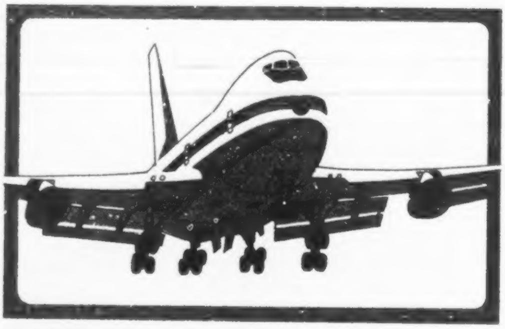
THE BOEING COMPANY

Attachment/
Enclosures

EXHIBIT K

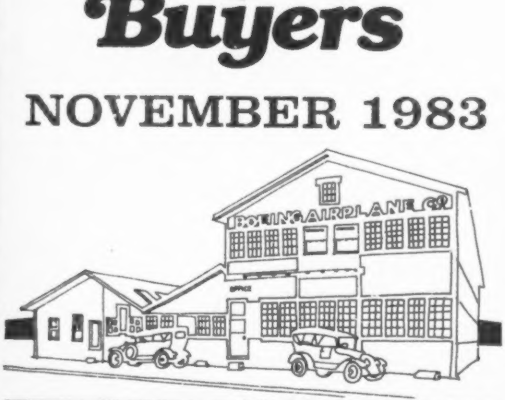
BOEING





Directory of Buyers

NOVEMBER 1983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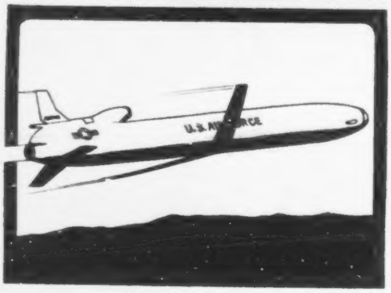
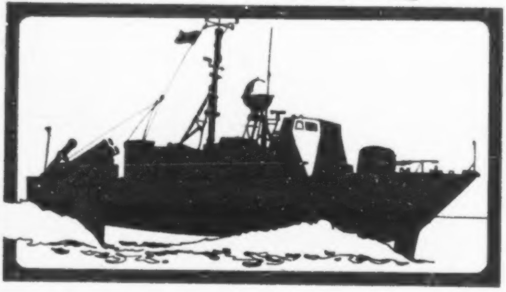
OFFICE


U.S. AIR FORCE



Welcome to The Boeing Company

This guide has been prepared to acquaint suppliers with Boeing and its purchasing policies.

Our Company relies heavily on outside sources of supply. As a consequence, we are anxious to provide suppliers with a clear idea of how business can be accomplished at Boeing in the most expeditious and mutually effective way.

Our objective is to conduct our relations courteously, ethically, and equitably. We maintain an open-door policy to all businesses and maintain programs to ensure that small business, small disadvantaged business, and labor surplus area firms have a fair opportunity to compete for business within their capabilities.

We appreciate your calling on us and hope that your visit will be productive.

The Boeing Company

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BOEING OF CANADA, LTD/ WINNIPEG DIVISION 56

INTRODUCTION

Since building its first airplane, Boeing has pioneered major milestones in aviation. Today Boeing serves the nation in defense, transportation, and space exploration and is at work on the airplanes, missiles, launch vehicles, and spacecraft of the future

In 1916 W. E. Boeing and 21 men set out to build a better airplane. They did.

Since its inception, Boeing has built over 27,000 airplanes–nearly 5,000 of them advanced multi-engine jets. They include such revolutionary aircraft as the B-9, a bomber faster than the fighters of its day, and the historic World War II bombers; the B-17 Flying Fortress, which changed the course of military aviation; and the B-29 Superfortress. Next, the Boeing B-47 ushered in the age of big, high-performance jets. Then came the Boeing B-52 global jet bomber and the KC-135 jet tanker, which became the most versatile, long-range weapon system in the U.S. Air Force arsenal.

In commercial aviation, Boeing milestones include the revolutionary 247, the world's first all-metal, low-wing airliner; the 307, the world's first pressurized airliner; and America's first jetliner, the Boeing 707. The 707, along with the 720 and 727, established Boeing as the world leader in jet transportation. Also coming off the production lines now are the Boeing 737 short-range twin-jet and the 747, the fast-flying superjet and freighter. In production for first delivery in 1982 are the Boeing 757 and 767, first of a new family of Boeing jetliners for the 1980's and beyond.

Boeing is a leader in Vertical Take-off and Landing aircraft (helicopters) and Surface Trasportation Systems.

Today the company that began with 21 people has grown to be one of the leaders in the aerospace industry and has maintained a continuing dedication to finding better ways for man's conquest of the air and outer space.

In addition to its airplanes, Boeing is well known for such products as Bomarc, a solid-fuel ground-to-air missile; Lunar Orbiter, a spacecraft that orbited and photographed the moon; Lunar Rover Vehicle used by astronauts on the moon; Minuteman, the solid fueld ICBM that is the backbone of our nation's defense; the Saturn/Apollo moon landing program; Commercial and Military Hydrofoil boats; the Air Launched Cruise Missile; and the Sentry and Command Post aircrafts.

PRINCIPAL BOEING ORGANIZATIONS AND LOCATIONS

The following is a brief resume of our groups and divisions and some of their major programs.

- **Corporate Headquarters**

  The Headquarters Offices for The Boeing Company are situated in Seattle, Washington.

- **Boeing Commercial Airplane Company**

  Located at several sites in Washington, the Commercial Airplane Company's primary mission is to design, manufacture, and deliver a safe, reliable, and technically superior airplane.

The Commercial Airplane Company includes the 727/737/757 Division, the 747/767 Division, the Fabrication Division, the Power Pack and Strut Division, and Company subsidiaries and offices.

The Fabrication Division manufactures tools and parts which are shipped to other Boeing operations around Puget Sound for assembly in commercial and military airplanes, boats and space vehicles. Fabrication Division facilities are located at Auburn and Seattle, Washington and Portland, Oregon. Procurement actions for all of these facilities are conducted through the main office at Auburn.

Subsidiaries of the Commercial Airplane Company, Boeing Machine Products Inc. of Macon, Georgia; Boeing of Canada at Winnipeg, Manitoba; and Arnprior, Ontario help support the Fabrication Division's machining, composite and fiberglass layup needs.

- **Boeing Aerospace Company**

The Aerospace Company is located in many areas throughout the United States. The principal facilities are located in Seattle and Kent, Washington; Vandenberg Air Force Base, California; Hill Air Force Base, Utah; and Kennedy Space Center, Florida.

The Aerospace Company's major products are military and space systems, as well as military airplane programs and commercial airplane derivatives for military application. Present responsibilities include the Minuteman missile system which is the backbone of our nation's defense; the SRAM (Short Range Attack Missile) Program; the E-3A (Airborne Warning and Control System); the ALCM (Air Launched Cruise Missile) Program. Other programs include Morgantown and E4 (Command Post).

- **Boeing Electronics, Inc.**

Located in Irving, Texas, Boeing Electronics, Inc. manufactures electronic modules for all Boeing commercial aircraft.

- **Boeing Vertol Company**

Located near Philadelphia, Pennsylvania, the Boeing Vertol Company has the functions to design and manufacture VTOL (Vertical Take-off and Landing) and STOL (Short Take-off and Landing) aircraft and surface transportation systems.

The U.S. Army's CH-47 Chinook is being produced and delivered to operational units. It is used primarily as a tactical transport helicopter. It has been selected by eight foreign countries for various uses.

- **Boeing Military Airplane Company**

Located in Wichita, Kansas, and Seattle, Washington, the Boeing Military Airplane Company is engaged in a variety of activities on military and commercial aircraft. Military programs include long-standing support of the Air Force's B-52 bomber and KC-135 tanker fleets. Included are development of advanced avionics and other aircraft systems, integrating air launched missiles and competing for a weapon system trainers (simulators) production contract. For commercial programs, BMAC builds the body sections, vertical and horizontal stabilizers, and other component assemblies for the Boeing 737 short-to-medium range airliner; manufactures the nose section and nacelles for the Boeing 747, 757 and 767 jetliners; fabricates and assembles components for Boeing 707 and 727 jetliners and modifies airplanes for military and commercial customers.

- **Boeing Military Airplane Company (Seattle Branch)**

BMAC personnel located in Seattle, Washington, are engaged in a variety of activities in support of Government contracts including B-1B Avionics, SRAM (Short Range Attack Missile) Automated Test Systems (ATS), and Electronic System Test Sets (ESTS). Additional activities include the government's AFTI-MAW Mission Adaptive Wing program and other military and commercial contracts involving new design or technology applications.

- **Boeing Marine Systems**

This division was established several years ago and is responsible for advanced technology marine products–hydrofoil boats. Present products are both commercial (JETFOIL) and military (PHM-1). The Division is located in the Renton complex.

- **Boeing Computer Services Company (BCS)**

The division was established to fulfill the company's computing requirements and to market commercial computer services. After a merger in 1983 with the Seattle Services Division, BCS now also provides common management of certain Seattle/Puget Sound Area activities. The common activities include security, fire protection, medical, mail service, forms management, printing and reproduction, licensed transportation, photo services, personnel records, employment, payroll processing, maintenance, repair and operating supplies and capital asset procurement, traffic management, records management, disposal of surplus equipment and materials, and reclamation. Each operating division contracts annually for the amount of service it requires and is billed accordingly.

- **Boeing Engineering Company (BEC)**

Boeing Engineering Co. (BEC) includes activities associated with the solution to energy or environmental problems. BEC also provides any construction and related management services for public and industrial facilities.

- **Resources Conservation Co. (RCC)**

RCC is a joint venture between affiliates of Reading & Bates Corporation and The Boeing Company.

RCC specializes in providing high technology water management and process systems to customers in the electric utility, chemical, energy, basic metals production, pulp and paper and food processing industries. Emphasizing reliability and energy efficiency, RCC has developed and applied technologies for fresh water production, pollution abatement and industrial processing. The firm has installed over 30 major systems in the United States and abroad including zero discharge systems in large coal-fired power plants.

- **Boeing Services International, Inc.**

BSI is a fully owned subsidiary of The Boeing Company which provides services for the operation and maintenance of Government and private facilities at various locations around the world.

PROCUREMENT AT BOEING
GENERAL INFORMATION

A few of our basic policies are listed herein in order that you will be more cognizant of our desires and practices for conducting procurement.

Receptionists

Receptionists are generally located in the visitors' lobby at each Boeing location to assist you in reaching the individual you wish to vist. We will make every attempt to see you promptly when you call; but if a necessary wait will inconvenience you, we will be happy to arrange an appointment for you at another time. If you are kept waiting over ten or fifteen minutes, please check with the receptionist.

You may find variation in the hours visitors' lobbies are open. Please consult with the receptionist in the lobby of the division or company you visit to determine the hours of operation.

Security

As it is necessary for us to comply with many government security regulations, we must advise you that the temporary Visitor's Permit allows you to visit only in the areas shown on the permit.

Purchase Contract Authorization

The Materiel Organization is the only organization authorized to commit The Boeing Company to a purchase contract. Therefore, commitments or changes made by other company organizations for parts or materials are not valid.

Supplier Visits

All suppliers and their representatives desiring to or actually furnishing products and materials to the company must make their contracts through Materiel. The Materiel Organizations will be happy to arrange for special presentations or demonstrations as well as arranging for testing and evaluation of supplier products. In all cases, technical advice or assistance must be given only with the prior knowledge of cognizant Materiel Personnel.

To conserve your time and ours, we ask that you notify us in advance of your intent to visit us. Those individuals having appointments will be interviewed ahead of those who do not. In either case you will be interviewed; but without an appointment, you may be unavoidably detained until the person you wish to see is available.

Suppliers are urged to be well prepared to present and discuss their capabilities and services. This will have the mutual advantage of enabling us to understand your capabilities more effectively in the least amount of time.

Supplier Representation–Current/Former Employees

The company will not receive as a sales or service representative any individual who is currently a Boeing employee or who has been employed by Boeing at any time during the preceding two years, unless special approval has been obtained from the Materiel Director of the applicable division or company.

Customer/Supplier Relations

Our buyers welcome the opportunity to talk with you in order that they may be fully cognizant of the latest developments concerning new or substitute parts, materials, or products together with price and quality changes. We welcome your suggestions.

Gifts and Gratuities

Boeing employees are forbidden at all times to accept gifts or gratuities in any form from any supplier for themselves or for their families. Also, our employees are not permitted to take advantage of their position to obtain discounts on procurement of articles for personal use. This is construed by Boeing as a gratuity.

Supplier Open House

We discourage invitations and attendance of Boeing personnel at supplier open house functions. It has generally been our experience that the best business interests of Boeing and suppliers are not adequately served by such affairs. Arrangements for appropriate Boeing personnel to become familiar with supplier facilities and/or products should be made through the applicable division Materiel Organization where internal procedures exist to enhance and promote a sound business relationship.

PROCUREMENT POLICY

Each Boeing Division or company is responsible to determine its own requirements for procurement and to select its own sources of supply. In some cases corporate agreements are developed to cover requirements of two or more divisions.

Procurement policy is governed by procuring materials of the right quality, in the right quantity, at the right time, at the right price, and from the right source. Quality is defined by the specification; the other factors are matters of judgment and decision. In the buyer's constant search for the most advantageous purchase, these latter four prerogatives must be reserved from him as a basis of good judgment and in making accurate decisions.

Consolidated Purchase Agreements

Items commonly required by several or all divisions may be contracted by consolidated purchase agreements when significant savings can be achieved. A consolidated procurement manager reporting to the Manager of the Seattle Services Division is specifically responsible to carry out the objectives of this program. Each division will, however, release purchase contracts under the consolidated purchase agreement for their individual requirements.

Ownership in Other Companies by Boeing Employees

Purchase contracts are not placed with any company dominated, controlled, or actively influenced by any employee of The Boeing Company. Ownership of shares of stock of a corporation, where the stock is generally held, is not an objectionable interest.

Small Business Concern

The policy of The Boeing Company is to place a fair proportion of total purchases with small business concerns. Small business concerns are afforded an equitable opportunity to compete for business within their capabilities by the solicitation of quotations and the awarding of the purchase contracts when factors such as quality, delivery, and price are equal to or better than those of their competitors.

We realize that small business is vital to the economic welfare fo the country as well as in our own procurement activities and welcome representations of all qualified small business concerns.

The importance of small business to us is evidenced by the fact that the majority of our suppliers are small business.

The term "small business concern" shall mean a small business as defined pursuant to Section 3 of the Small Business Act and relevant regulations issued pursuant thereto. Generally, this means a small business concern organized for profit, which is independently owned and operated, is not dominant in the field of operations in which it is bidding, and meets the size standards as prescribed in Government regulations.

Small Disadvantaged Business Concerns

It is the policy of The Boeing Company that small disadvantaged business enterprises shall have the maximum practicable opportunity to compete for participation in the performance of subcontracts consistent with the efficient performance of Boeing's contracts. A small disadvantaged business firm as defined in current Government Regulations (ASPR 1.701 and NASA PR 1-701) and Public Law 95-507 as a small business concern owned and controlled by socially and economically disadvantaged individual.

A "small business concern owned and controlled by socially and economically disadvantaged individuals" shall mean a small business concern which at least 51 percent is owned by one or more socially and economically disadvantaged individuals; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially and economically disadvantaged individuals; and, whose management and daily business operations are controlled by one or more of such individuals. In accordance with Public Law 95-507, and relevant regulations promulgated pursuant thereto, The Boeing Company recognizes that "socially and economically disadvantaged individuals" includes Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, Asian Indian Americans and other minorities, or any other individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 (a) of the Small Business Act. The term "Native Americans" shall include American Indians, American Eskimos, American Aleuts, and Native Hawaiians. The term "Asian Pacific Americans" shall include United States citizens whose origins are from Japan, China, the Phillipines, Viet Nam, Korea, Samoa, Guam, the U.S. Trust Territories of the Pacific, Northern Marianas, Laos, Cambodia and Taiwan. The term "Asian Indian Americans" includes U.S. citizens whose origins are from India, Pakistan and Bangladesh.

Labor Surplus Area Concerns

The policy of The Boeing Company is to place contracts with concerns which will perform such contracts substantially in areas of substantial labor surplus when this can be done, consistent with the efficient performance of the contract, at prices no higher than are obtainable elsewhere.

Equal Opportunity

As a Plans for Progress Company, The Boeing Company has long adhered to a policy of equality of opportunity for all its employees and applicants without regard to race, color, religion, sex, age or national origin. It is our practice in subcontracting under government contracts to include the required equal opportunity provisions and obtain the necessary pre-award certifications.

Selection and Evaluation of Sources

Fair and impartial treatment of all suppliers and their representatives is our goal. Ability, capacity, integrity, financial status, geographical location, performance, reliability, quality of product, cost of product, delivery and overall customer-supplier relations are factors which govern the evaluation of all sources prior to soliciting their quotation and during the tenure of the purchase contract.

We must be assured that new suppliers will be able to produce an improved product, reduce costs, or offer other advantages. A new supplier's financial ability to perform is of importance in view of our industry's long lead times, complex engineering problems, and precise quality and inspection.

In an effort to improve both quality and cost of our products, we are constantly searching for additional suppliers who might have more to offer Boeing.

Quotation Policy

The Boeing Company's procurement policy emphasizes the importance of competitive bidding. Good business practices dictate that quotation requests be submitted to three or more qualified suppliers or to all sources of supply if less than three are known.

Quotations are solicited via the most direct recognized sales channel of the manufacturer, making certain the obligations and responsibilities of the principal suppliers are in no way lessened or confused by transactions through a third party.

Boeing recognizes that the preparation of proposals is expensive for the supplier. It is our practice to request quotations only for firm requirements, or, in the absense of firm requirements, only where circumstances dictate the need to contact suppliers. Furthermore, quotations will be secured only from suppliers who are considered to be qualified and capable since it is our philosophy that an invitation to bid indicates our willingness to do business with those solicited.

Price Analysis

Our buyers are conscious of their responsibility to expend procurement dollars so as to obtain the greatest value. To accomplish this, our buyers consider the application of standardization, cost analysis, and price trends. We realize the importance of our suppliers' contributions to our efforts and welcome any suggestions or information. A mutal effort must be applied to effectively obtain such values; therefore, our buyers and value analysts are available to assist you in reducing the cost of your product.

Quality Assurance System

The supplier's quality assurance system must meet the requirements of the applicable quality assurance specification defined in the purchase contract. The level of quality or inspection system required will depend upon The Boeing Company subsidiary or division administering the contract and the type of hardware being procured.

Approval of the supplier's quality system may be obtained through an on-site survey of the supplier's plant by a Boeing Quality Assurance representative, or through evaluation of the supplier's quality assurance procedure or through evidence of acceptability of the supplier's quality or inspection system to other industry prime contractors.

Process Control

When manufacturing and inspection processes, such as heat treating, plating, welding, non-destructive testing, etc., are called out in the drawing by a Boeing process specification, the process must be accomplished by a Boeing-approved processor listed in Document D1-4426, Boeing Approved Process Sources.

Engineering Designated Parts Fabrication

When parts are specifically identified on Boeing drawings by reference to specification, this specification requires:

- Boeing approval of supplier fabrication (manufacturing) plans
- Parts serialization
- Recorded material traceability including recorded data to be supplied to Boeing with product deliveries
- Initial and periodic destructive analysis of sample production parts

Non-Conforming Material

Variations from drawing and specification requirements detected in process, or on completion of item require Boeing approval prior to shipment as usable items unless Boeing has granted materials review authority to the supplier.

First Article Inspection

A first article inspection may be conducted (by Boeing) at the supplier's facility on a sample of the initial production lot, prior to shipment. This review is conducted to provide assurance to The Boeing Company of product conformance to engineering specifications as early as possible.

Boeing Source Inspection/Surveillance

Some degree of Boeing inspection of products and surveillance of inspection/quality systems to assure continued maintenance of the approved quality controls may be conducted at the supplier's facilities of finished or completed items. The type, extent, and frequency of coverage is determined in relation to the complexity of product, previous survey results, and supplier product quality performance.

Final Acceptance of Material

Regardless of source inspection or surveillance activity conducted, all shipments are subject to final acceptance after receipt at destination (Boeing).

Price and Terms of Payment are Confidential

Our buyers use extreme care and caution in the processing of quotations and purchase contracts to ensure that your prices and terms of payment are not revealed to unauthorized Boeing employees or to representatives of other firms.

Cash Discounts

Cash discounts, which are of mutual advantage to Boeing and its suppliers, are requested in accordance with accounting preference and are always considered as a factor in cost comparisons.

Packaging Control

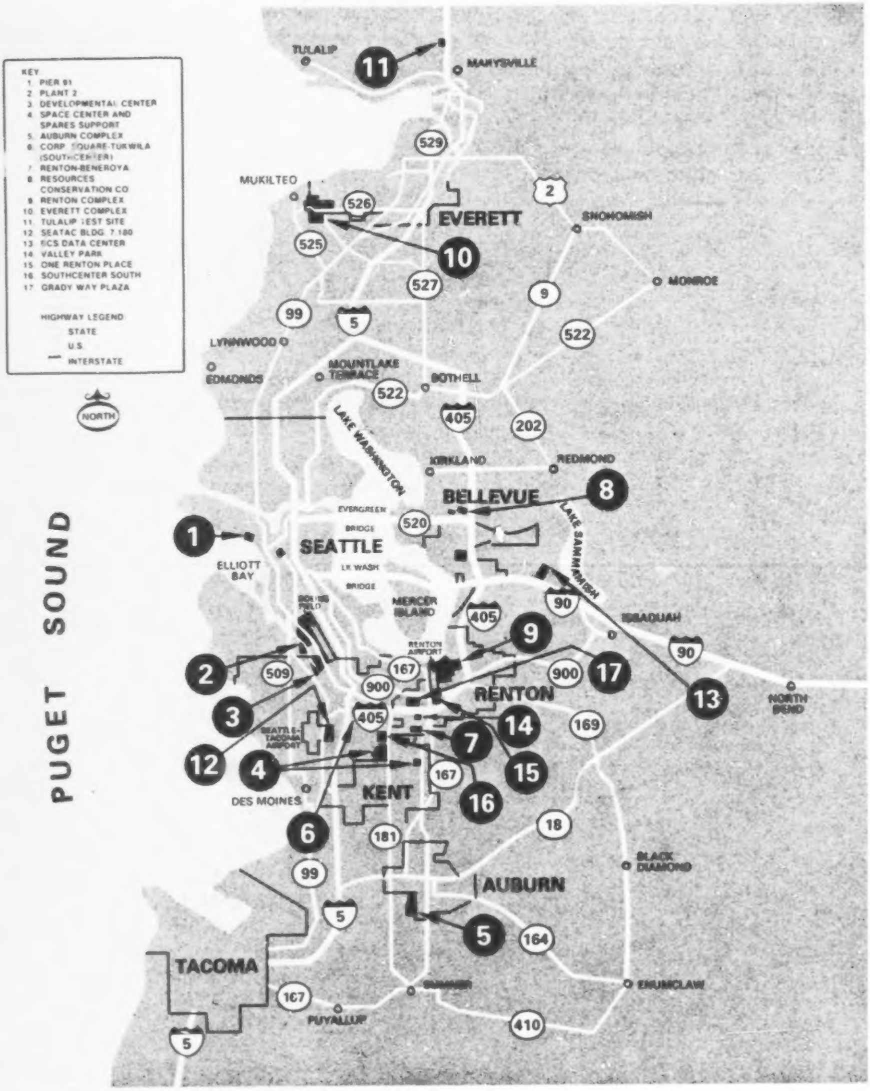
A controlled program to establish "minimum packaging requirements" commensurate with good packaging engineering practices and other set procedures is maintained. The preservation, packaging, and packing shall be the minimum that will ensure adequate protection against deterioration and physical damage during handling and shipment and be acceptable to the carrier at the lowest rate. The Boeing Company does not intend to restrict individuality, but rather to adopt standards that can be met and maintained by all suppliers.

Traffic Control

All Materiel Organizations outside the Seattle area have a traffic control organization that directs all aspects of transporting inbound and outbound consignments. Those in the Seattle area use central traffic in Seattle Services Division. Transportation is purchased at the lowest possible cost commensurate with requirements. Parts and materials are, where possible, procured on an "f.o.b. point-of-origin" basis to permit us to select and control the routings. Direct shipment to our customers or suppliers is requested when such action is beneficial to the procurement involved.

Puget Sound Region

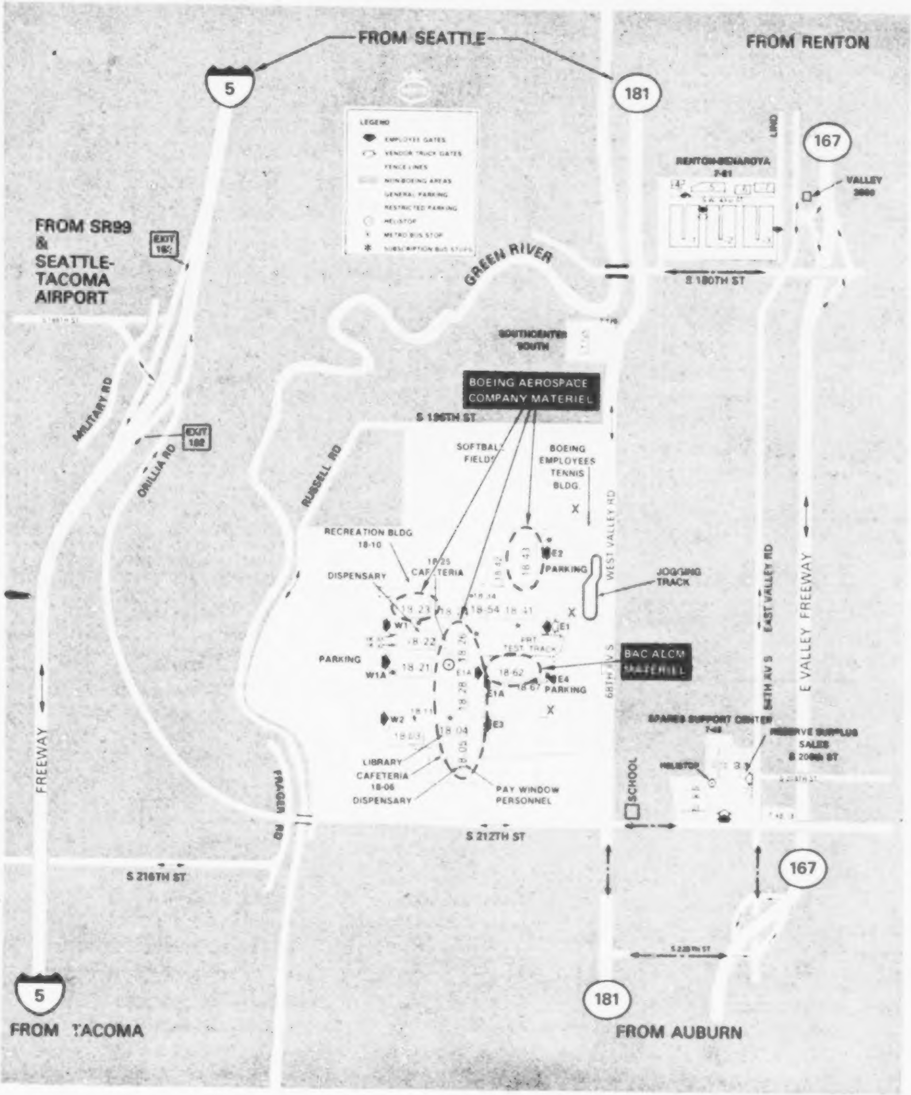
Washington


KEY
1 PIER 91
2 PLANT 2
3 DEVELOPMENTAL CENTER
4 SPACE CENTER AND SPARES SUPPORT
5 AUBURN COMPLEX
6 CORP. SQUARE-TUKWILA (SOUTHCENTER)
7 RENTON-BENEROYA
8 RESOURCES CONSERVATION CO
9 RENTON COMPLEX
10 EVERETT COMPLEX
11 TULALIP TEST SITE
12 SEATAC BLDG. 7.180
13 BCS DATA CENTER
14 VALLEY PARK
15 ONE RENTON PLACE
16 SOUTHCENTER SOUTH
17 GRADY WAY PLAZA
HIGHWAY LEGEND
STATE
U.S.
INTERSTATE
NORTH
PUGET SOUND
TULALIP
MARYSVILLE
MUKILTEO
EVERETT
SNOHOMISH
MONROE
LYNNWOOD
EDMONDS
MOUNTLAKE TERRACE
BOTHELL
LAKE WASHINGTON
KIRKLAND
REDMOND
BELLEVUE
LAKE SAMMAMISH
EVERGREEN BRIDGE
SEATTLE
ELLIOTT BAY
LK WASH BRIDGE
MERCER ISLAND
BOEING FIELD
ISSAQUAH
NORTH BEND
RENTON AIRPORT
RENTON
SEATTLE-TACOMA AIRPORT
DES MOINES
KENT
BLACK DIAMOND
AUBURN
TACOMA
SUMNER
PUYALLUP
ENUMCLAW
529
526
525
527
2
9
522
99
5
405
202
520
90
509
167
900
169
18
181
164
410

Kent Space Ctr. & Spares Support Ctr.

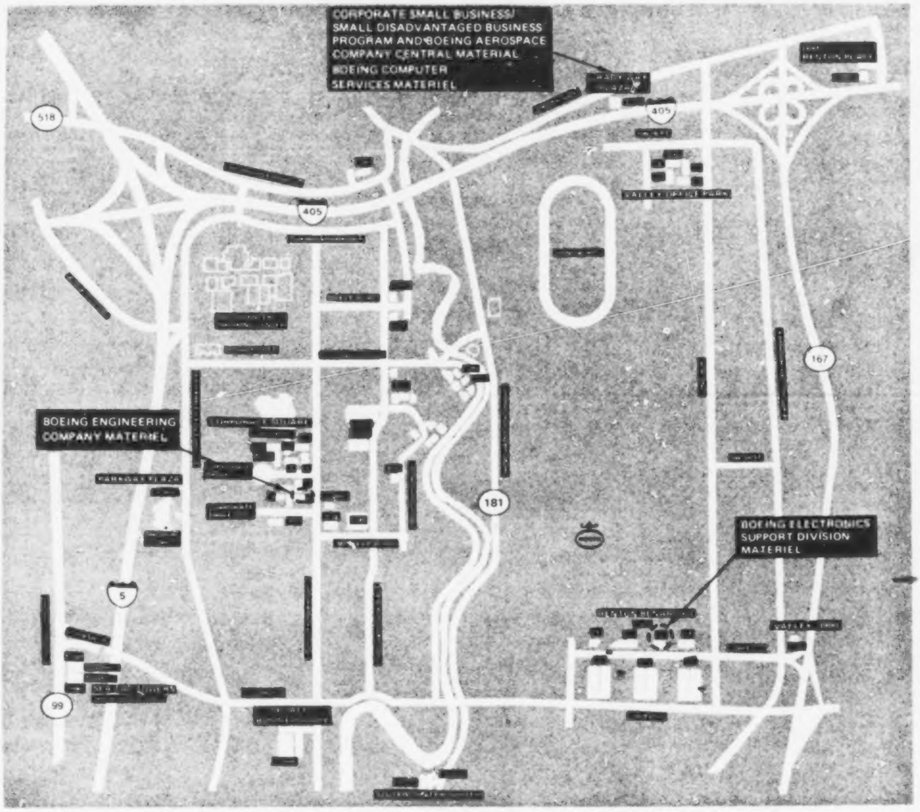
20403 68th Ave. So., Kent, Wash.

20651 - 84th Ave. So., Kent, Wash.


FROM SEATTLE
5
181
FROM RENTON
167
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON-BOEING AREAS
GENERAL PARKING
RESTRICTED PARKING
HELISTOP
METRO BUS STOP
SUBSCRIPTION BUS STOPS
LIND
RENTON-BENAROYA
7-81
VALLEY
FROM SR99
&
SEATTLE-
TACOMA
AIRPORT
EXIT
GREEN RIVER
S 180TH ST
SOUTHCENTER
SOUTH
BOEING AEROSPACE
COMPANY MATERIEL
MILITARY RD
EXIT
ORILLIA RD
S 196TH ST
RUSSELL RD
SOFTBALL
FIELDS
BOEING
EMPLOYEES
TENNIS
BLDG.
RECREATION BLDG
18-10
18-25
CAFETERIA
DISPENSARY
18-42
18-43
E2
PARKING
WEST VALLEY RD
JOGGING
TRACK
18-34
18-23
18-54
18-41
W1
E1
18-22
FRT
TEST TRACK
18-26
PARKING
W1A
18-21
E1A
18-62
18-67
E4
PARKING
BAC ALCM
MATERIEL
68TH AV S
18-28
E1A
W2
18-11
18-03
18-04
E3
18-05
LIBRARY
CAFETERIA
18-06
DISPENSARY
PAY WINDOW
PERSONNEL
EAST VALLEY RD
84TH AV S
E VALLEY FREEWAY
SPARES SUPPORT CENTER
7-48
RESERVE SURPLUS
SALES
S 208th ST
HELISTOP
SCHOOL
FREEWAY
FRAGER RD
S 212TH ST
S 216TH ST
167
5
FROM TACOMA
181
FROM AUBURN

Southcenter, Tukwila Area

Washington


CORPORATE SMALL BUSINESS/
SMALL DISADVANTAGED BUSINESS
PROGRAM AND BOEING AEROSPACE
COMPANY CENTRAL MATERIAL
BOEING COMPUTER
SERVICES MATERIEL
518
405
405
VALLEY OFFICE PARK
167
BOEING ENGINEERING
COMPANY MATERIEL
PARKWAY PLAZA
181
BOEING ELECTRONICS
SUPPORT DIVISION
MATERIEL
5
99

Legend

Corporate Square

7-151	545 Andover Park W.
7-152	565 Andover Park W.
7-153	565 Andover Park W.
7-154	575 Andover Park W.
7-155	
7-156	
7-157	625 Andover Park W.
7-158	
7-159	
7-160	360 Corporate Dr.
7-111	375 Corporate Dr. S.
7-112	370 Corporate Dr.

Parkway Plaza

7-107	17501 Southcenter Parkway

Sea-Tac

	Sea-Tac Towers (Kilroy)
7-180	Tower I 18000 Pacific Highway S.
7-181	Tower II 17930 Pacific Highway S.

Southcenter

7-45	745 Andover Park E.
7-51	505 Baker Blvd
7-52	340 Andover Park E.
7-57	651 Strander Blvd
7-600	600 Andover Park W.
7-74	760 Andover Park W.
7-95	6510 Southcenter Blvd
7-96	631 Strander Blvd
7-97	919 Industry Drive
7-110	130 Andover Park E.
7-113	456 Andover Park E.

Segale Business Park

7-108	18275 Segale Park Drive B

Southcenter South

7-125	18375 Olympic Ave. S.
7-126	18300 Cascade Ave.

Grady Way Plaza

7-202	919 S.W. Grady Way

One Renton Place

7-203	555 Renton Village Pl.

Valley Office Park

7-82-1	1801 Lind Ave S.W.
-2	
-3	
-4	

Renton-Benaroya

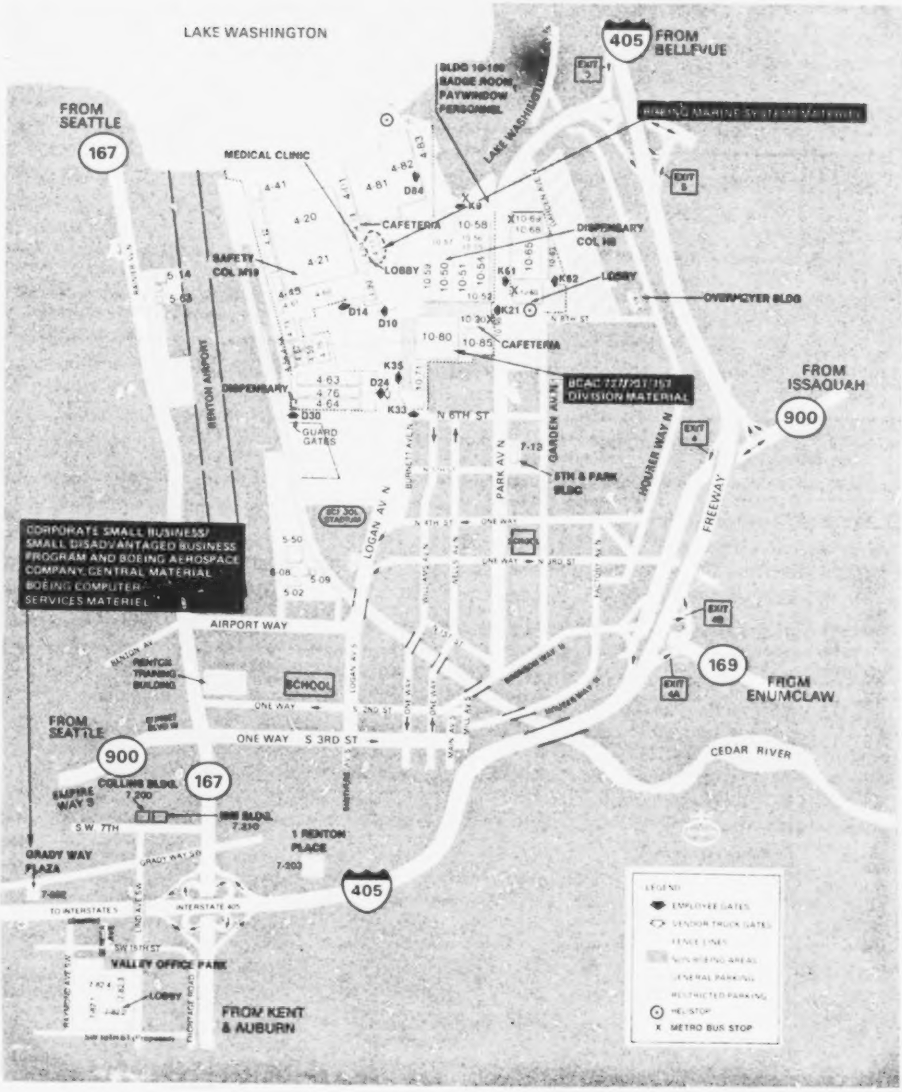
7-81-1	820 S.W. 41st St.
-2	
-3	
-4	
-5	
-6	
-7	

Valley 3900

7-83	3900 East Valley

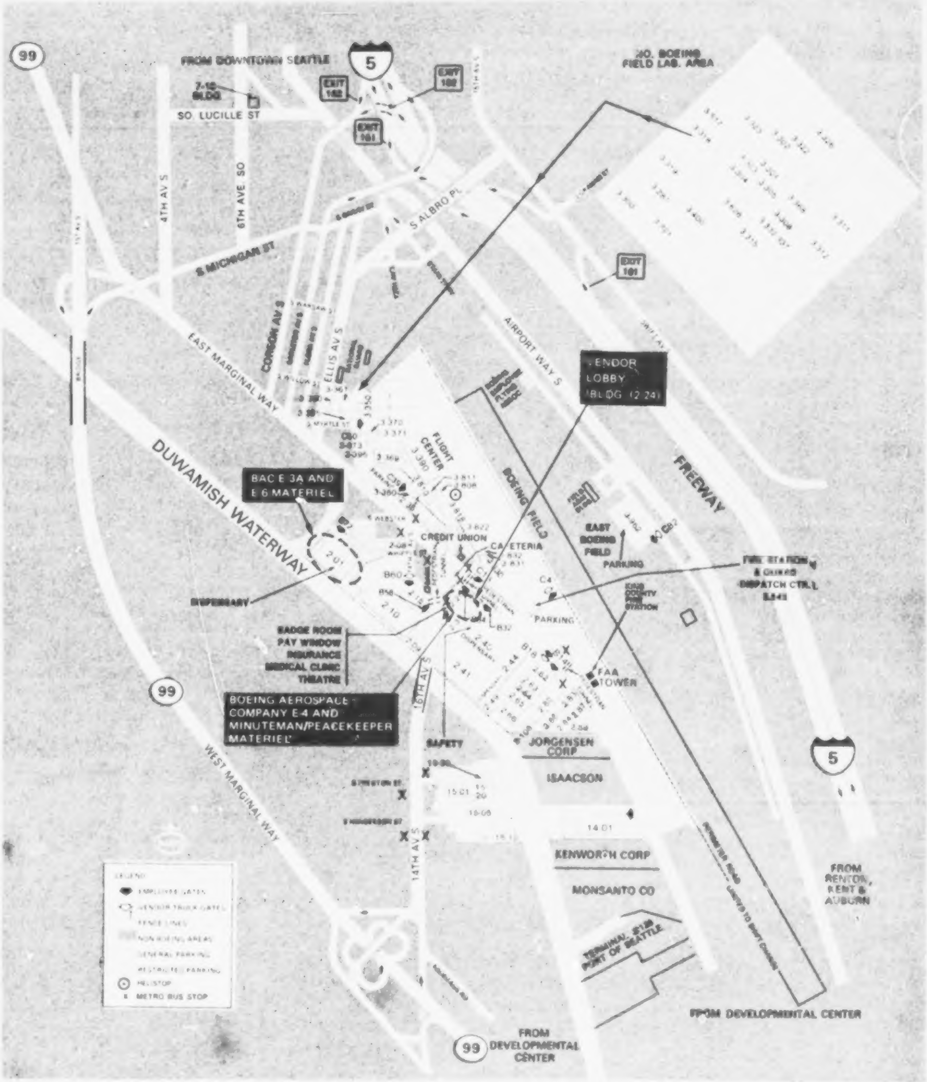
Renton Complex

8th * Logan Ave. No., Renton, Wash.


LAKE WASHINGTON
FROM SEATTLE
167
405
FROM BELLEVUE
EXIT 5
EXIT 5
EXIT 4
EXIT 4B
EXIT 4A
BLDG 10-100
BADGE ROOM,
PAYWINDOW
PERSONNEL
LAKE WASHINGTON
BOEING MARINE SYSTEMS MATERIEL
MEDICAL CLINIC
4-41
4-20
4-21
4-81
4-82
4-83
D84
K8
CAFETERIA
10-58
10-69
10-68
DISPENSARY
COL H8
SAFETY
COL M19
LOBBY
10-59
10-50
10-51
10-54
10-65
10-62
K61
K62
LOBBY
OVERMEYER BLDG
5-14
5-63
4-85
D14
D10
10-52
K21
N 8TH ST
10-30
10-80
10-85
CAFETERIA
RENTON AIRPORT
K35
D24
10-71
DISPENSARY
4-63
4-76
4-64
D30
K33
GUARD GATES
N 6TH ST
BCAC 727/737/757
DIVISION MATERIAL
FROM ISSAQUAH
900
BURNETT AV N
PARK AV N
7-13
GARDEN AV N
5TH & PARK BLDG
HOURER WAY N
FREEWAY
LOGAN AV N
N 4TH ST
ONE WAY
SCHOOL
ONE WAY
N 3RD ST
CORPORATE SMALL BUSINESS/
SMALL DISADVANTAGED BUSINESS
PROGRAM AND BOEING AEROSPACE
COMPANY CENTRAL MATERIAL
BOEING COMPUTER
SERVICES MATERIEL
5-50
5-08
5-09
5-02
AIRPORT WAY
RENTON AV
RENTON TRAINING BUILDING
SCHOOL
LOGAN AV S
ONE WAY
S 2ND ST
169
FROM ENUMCLAW
FROM SEATTLE
ONE WAY
S 3RD ST
MAIN AV S
MILL AV S
CEDAR RIVER
900
COLLINS BLDG.
7-200
167
EMPIRE WAY S
S.W. 7TH
7-210
1 RENTON PLACE
7-203
GRADY WAY PLAZA
GRADY WAY SW
7-002
405
TO INTERSTATE 5
INTERSTATE 405
LIND AVE SW
SW 16TH ST
VALLEY OFFICE PARK
LOBBY
FRONTAGE ROAD
FROM KENT
& AUBURN
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON-BOEING AREAS
GENERAL PARKING
RESTRICTED PARKING
HELISTOP
METRO BUS STOP

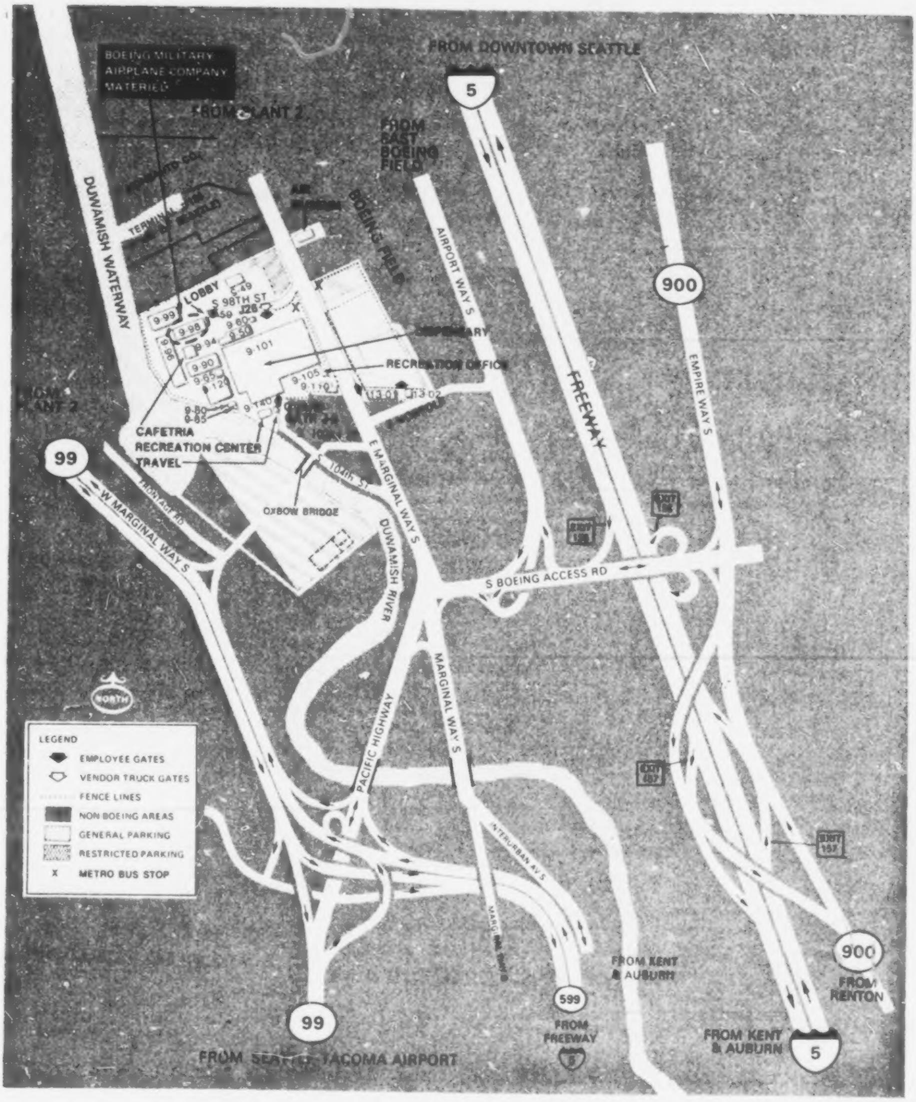
Plant 2

7755 East Marginal Way So., Seattle, Wash.


99
FROM DOWNTOWN SEATTLE
5
7-10 BLDG
SO. LUCILLE ST
EXIT 162
EXIT 162
EXIT 161
4TH AV S
6TH AVE. SO
S MICHIGAN ST
S ALBRO PL
NO. BOEING FIELD LAB. AREA
EXIT 161
CORSON AV S
ELLIS AV S
EAST MARGINAL WAY
AIRPORT WAY S
VENDOR LOBBY (BLDG (2 24)
FREEWAY
DUWAMISH WATERWAY
FLIGHT CENTER
BAC E 3A AND E 6 MATERIEL
BOEING FIELD
CREDIT UNION
CAFETERIA
EAST BOEING FIELD
PARKING
FIRE STATION & GUARD DISPATCH CTR.
KING COUNTY FIRE STATION
PARKING
DISPENSARY
BADGE ROOM
PAY WINDOW
INSURANCE
MEDICAL CLINIC
THEATRE
FAA TOWER
99
BOEING AEROSPACE COMPANY E-4 AND MINUTEMAN/PEACEKEEPER MATERIEL
16TH AV S
SAFETY
JORGENSEN CORP
ISAACSON
5
WEST MARGINAL WAY
14TH AV S
KENWORTH CORP
MONSANTO CO
FROM RENTON, KENT & AUBURN
TERMINAL #128 PORT OF SEATTLE
FROM DEVELOPMENTAL CENTER
99
FROM DEVELOPMENTAL CENTER
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON-BOEING AREAS
GENERAL PARKING
RESTRICTED PARKING
HELISTOP
METRO BUS STOP

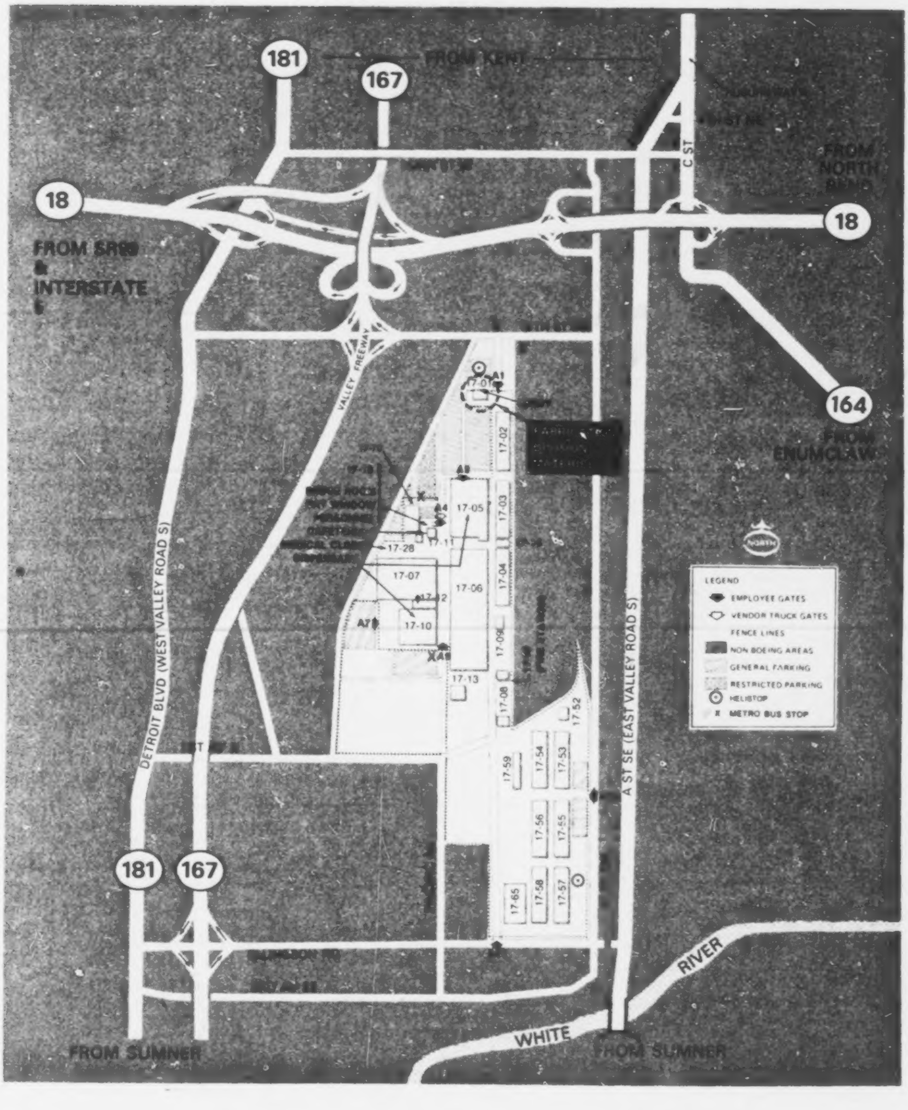
Developmental Center

9725 East Marginal Way So., Seattle, Wash.


BOEING MILITARY AIRPLANE COMPANY MATERIEL
FROM PLANT 2
FROM DOWNTOWN SEATTLE
5
FROM EAST BOEING FIELD
DUWAMISH WATERWAY
TERMINAL
BOEING FIELD
AIRPORT WAY S
900
LOBBY
S 98TH ST
9-49
9-99
9-98
9-96
9-94
9-59
J26
9-60
9-50
9-101
9-90
9-65
9-120
9-105
9-110
13-01
13-02
9-80
9-85
9-140
DISPENSARY
RECREATION OFFICE
FROM PLANT 2
CAFETRIA
RECREATION CENTER
TRAVEL
99
W MARGINAL WAY S
FRONTAGE RD
104th ST
OXBOW BRIDGE
E MARGINAL WAY S
DUWAMISH RIVER
FREEWAY
EMPIRE WAY S
S BOEING ACCESS RD
PACIFIC HIGHWAY
MARGINAL WAY S
INTERURBAN AV S
NORTH
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON BOEING AREAS
GENERAL PARKING
RESTRICTED PARKING
X METRO BUS STOP
FROM KENT & AUBURN
599
FROM FREEWAY
5
99
FROM SEATTLE-TACOMA AIRPORT
900
FROM RENTON
FROM KENT & AUBURN
5

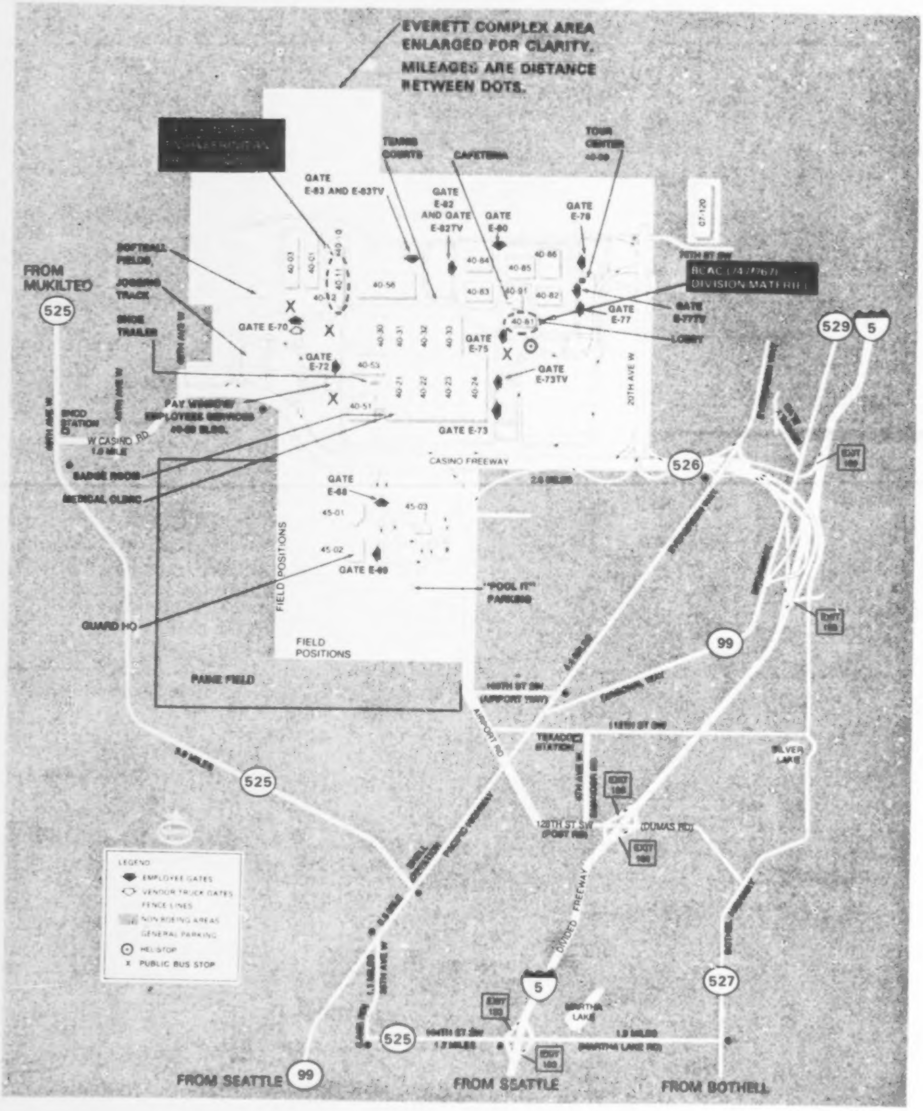
Auburn Complex

700 15th St. S.W., Auburn, Wash.


181
167
FROM KENT
C ST
FROM NORTH BEND
18
18
FROM SR99 & INTERSTATE 5
VALLEY FREEWAY
164
FROM ENUMCLAW
NORTH
17-01
A1
17-02
A3
17-05
17-03
A4
17-11
17-28
17-07
17-06
17-04
17-12
A7
17-10
A6
17-09
17-13
17-08
17-52
17-59
17-54
17-53
17-56
17-55
17-65
17-58
17-57
DETROIT BLVD (WEST VALLEY ROAD S)
A ST SE (EAST VALLEY ROAD S)
181
167
FROM SUMNER
WHITE
RIVER
FROM SUMNER
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON BOEING AREAS
GENERAL PARKING
RESTRICTED PARKING
HELISTOP
METRO BUS STOP

Everett Complex

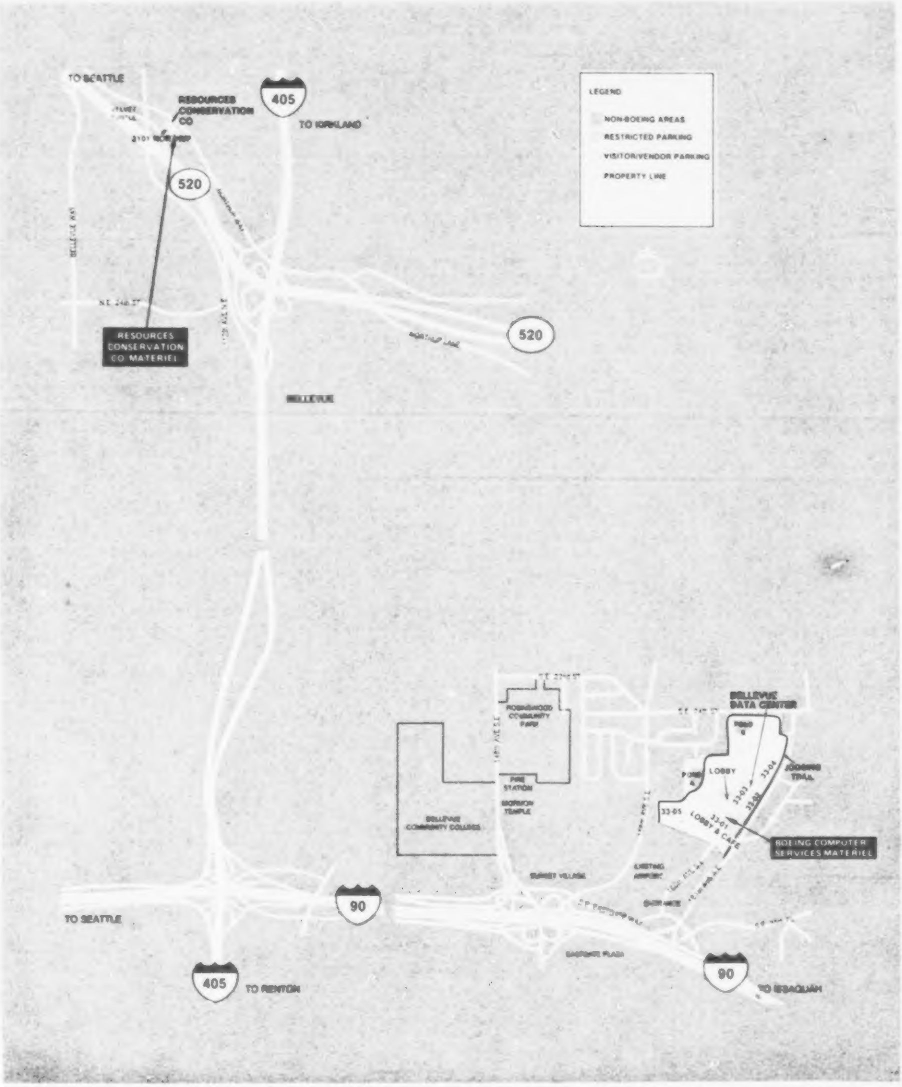
3303 Casino Road So., Everett, Wash.


EVERETT COMPLEX AREA ENLARGED FOR CLARITY.
MILEAGES ARE DISTANCE BETWEEN DOTS.
TENNIS COURTS
CAFETERIA
TOUR CENTER
GATE E-83 AND E-83TV
GATE E-82 AND GATE E-82TV
GATE E-80
GATE E-78
07-120
BCAC (747/767) DIVISION MATERIEL
GATE E-77
GATE E-77TV
LOBBY
SOFTBALL FIELDS
JOGGING TRACK
SHOE TRAILER
FROM MUKILTEO
525
GATE E-70
GATE E-72
GATE E-75
GATE E-73TV
GATE E-73
40-03
40-01
40-10
40-11
40-12
40-56
40-84
40-85
40-86
40-83
40-91
40-82
40-81
40-30
40-31
40-32
40-33
40-53
40-21
40-22
40-23
40-24
40-51
20TH AVE W
PAY WINDOW/ EMPLOYEES SERVICES
W CASINO RD 1.0 MILE
BADGE ROOM
MEDICAL CLINIC
CASINO FREEWAY
526
529
5
EXIT
GATE E-68
45-01
45-02
45-03
GATE E-69
"POOL IT" PARKING
FIELD POSITIONS
FIELD POSITIONS
GUARD HQ
PAINE FIELD
99
AIRPORT RD
TEXACO STATION
SILVER LAKE
128TH ST SW (POST RD)
(DUMAS RD)
DIVIDED FREEWAY
525
LEGEND
EMPLOYEE GATES
VENDOR TRUCK GATES
FENCE LINES
NON BOEING AREAS
GENERAL PARKING
HELISTOP
PUBLIC BUS STOP
5
527
MARTHA LAKE
525
FROM SEATTLE
99
FROM SEATTLE
FROM BOTHELL

Bellevue

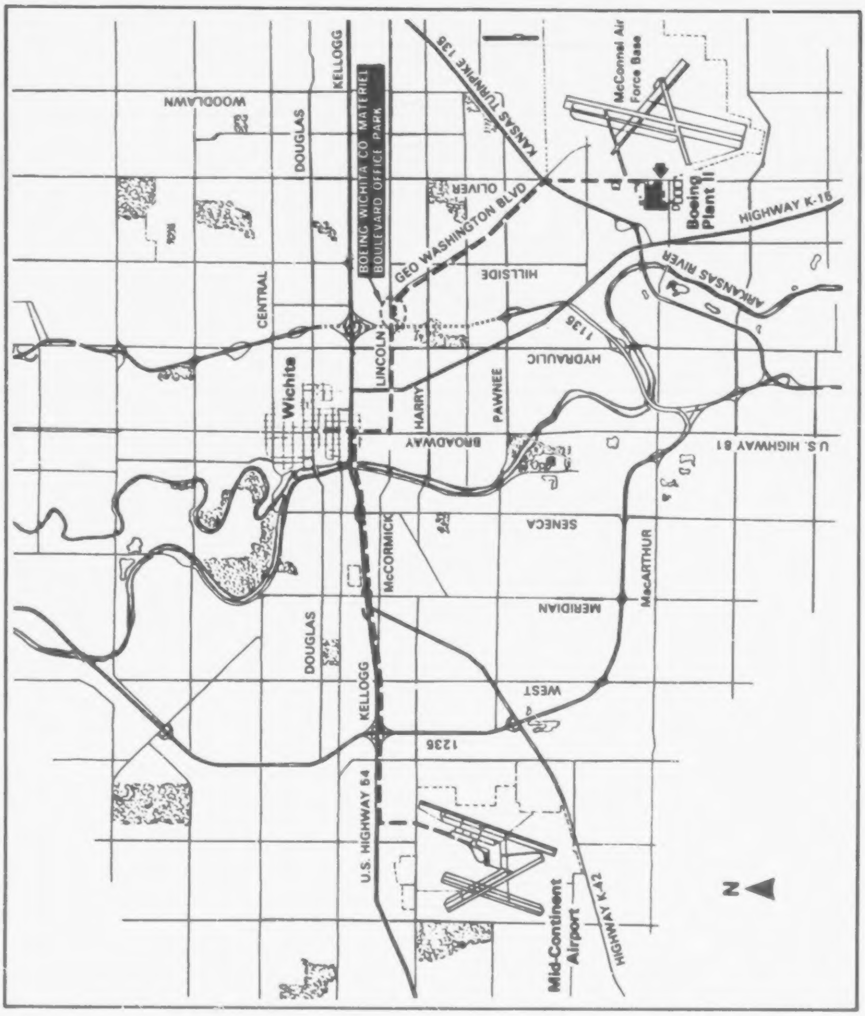
BCS Data Center
2800 - 160th Ave. S. E.
Bellevue, Wash.

Resources Conservation Co.
3101 N. E. Northup Way
Bellevue, Wash.


TO SEATTLE
RESOURCES CONSERVATION CO
405
TO KIRKLAND
3101 NORTHUP
520
BELLEVUE WAY
N.E. 24th ST
RESOURCES CONSERVATION CO MATERIEL
NORTHUP WAY
NORTHUP LANE
520
BELLEVUE
LEGEND
NON-BOEING AREAS
RESTRICTED PARKING
VISITOR/VENDOR PARKING
PROPERTY LINE
ROBINSWOOD COMMUNITY PARK
148th AVE S.E.
FIRE STATION
MORMON TEMPLE
BELLEVUE COMMUNITY COLLEGE
BELLEVUE DATA CENTER
LOBBY
33-04
33-03
33-02
33-05
33-01
LOBBY & CAFE
JOGGING TRAIL
BOEING COMPUTER SERVICES MATERIEL
SUNSET VILLAGE
EASTGATE PLAZA
90
TO SEATTLE
405
TO RENTON
90
TO ISSAQUAH

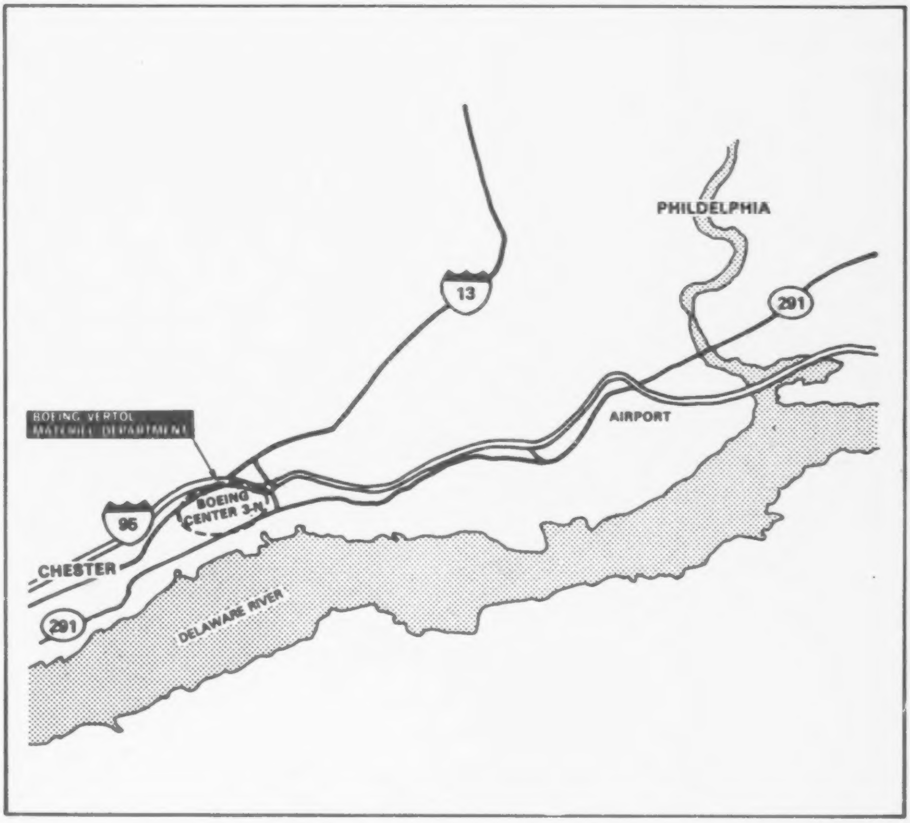
Wichita Area

Wichita, Kansas


WOODLAWN
DOUGLAS
KELLOGG
BOEING WICHITA CO. MATERIEL
BOULEVARD OFFICE PARK
KANSAS TURNPIKE I 35
McConnel Air Force Base
OLIVER
GEO WASHINGTON BLVD
Boeing Plant II
HIGHWAY K-15
ARKANSAS RIVER
HILLSIDE
CENTRAL
Wichita
LINCOLN
I 135
HYDRAULIC
HARRY
PAWNEE
BROADWAY
U.S. HIGHWAY 81
SENECA
McCORMICK
MacARTHUR
MERIDIAN
DOUGLAS
KELLOGG
WEST
I 235
U.S. HIGHWAY 54
Mid-Continent Airport
HIGHWAY K-42
N

Boeing Vertol Co.

Philadelphia, Pa.


PHILDELPHIA
13
291
BOEING VERTOL
MATERIEL DEPARTMENT
AIRPORT
95
BOEING
CENTER 3-N
CHESTER
291
DELAWARE RIVER

small & small disadvantaged business programs

DIRECTORY OF BUYERS
BOEING CONTACTS

THE BOEING COMPANY CORPORATE HEADQUARTERS

R. Daryll Seymour .... (206) 656-9459
Liaison Officer
Small Business Program
Small Disadvantaged Business Program

R. L. (Bob) Ryan .... (206) 656-9462
Administrator
Small Business Program
Small Disadvantaged Business Program

Nicholas (Nick) Sena, Jr .... (206) 656-9520
Associate Administrator
Small Business Program
Small Disadvantaged Business Program

G. M. (Gary) Kawasaki .... (206) 656-9518
Deputy Administrator
Small Business Program
Small Disadvantaged Business Program

B. K. (Bryan) Dorwin .... (206) 656-9519
Deputy Administrator
Small Business Program
Small Disadvantaged Business Program

E. B. (Tim) Romero .... (213) 670-0747
Resident Administrator
Small Business Program
Small Disadvantaged Business Program
Los Angeles, California

Miscellaneous Boeing Contacts

Boeing Associated Products
(Contact for companies interested in acquiring manufacturing and sales rights on Boeing inventions by means of license agreements.)
P.O. Box 3707, M/S 9K-71
Seattle, Washington 98124
General Manager,
F. H. (Floyd) Knock .... (206) 394-4200

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P.O. Box 3999
Seattle, Washington 98124
K. W. (Kenneth) Thomas .... (206) 773-2572

Boeing Commercial Airplane Company
P.O. Box 3707
Seattle, Washington 98124
B. A. (Bernie) Donahue .... (206) 251-4650

Boeing Technology Services
(Sales of laboratory services and technology)
P.O. Box 3707
Seattle, Washington 98124
Manager
C. S. (Scott) Church .... (206) 394-3333

Boeing Surplus Property Disposition
(Sale of Boeing Surplus)
P.O. Box 3707
Seattle, Washington 98124
Sales Manager,
E. K. (Ed) Easter .... (206) 773-0381

BOEING AEROSPACE COMPANY

R. Daryll Seymour .... (206) 656-9459
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P. O. Box 3999
Seattle, Washington 98124

T. R. (Ted) Marley .... (206) 656-9460
Deputy Director of Materiel
Boeing Aerospace Military Programs
P. O. Box 3999
Seattle, Washington 98124

J. R. (Jack) Dressler .... (206) 656-9470
Administrator
Small Business Program
Small Disadvantaged Business Program

Advanced Programs and Cost Management Kent Space Center Kent, Washington

Manager
C. E. (Charlie) Johnson 773-2693

P-3 UDACS

Materiel Manager
D. A. (Don) Myers 251-4263

Buyer
L. A. (Lee) Strom 251-4242
Purchased Equipment, New Business

Buyer Associate
S. A. (Stephanie) Ward 251-4242
Purchased Equipment

RSAF-C^3

Materiel Manager
E. S. (Ed) Naish 773-3835

Buyer
S. B. (Steve) Holdener 773-1504
ITT Federal, CSC, Laiag

J-STARS

Materiel Manager
L. R. (Louie) Criez 773-2272

FAA/NASP

Materiel Manager
J. F. (Jim) Warren 773-2183

Buyer
D. M. (Dennis) Cunneen 773-1504
CTA and DMJM

Buyer Associate
S. A. (Scott) Haynes 773-1504
Small/Small Disadvantaged Business

E-6

Materiel Manager
D. H. (Don) Standlee 655-6328

Subcontract Manager
W. R. (Bill) Lanfear 655-6386

Buyer
D. R. (Darv) Derheim 655-6386

Buyer
R. M. (Becky) Recio 655-6386

Buyer
P. L. (Pat) Baldwin 655-6386

Buyer
K. R. (Ken) Sovold 655-6386

Buyer
A. A. (Andy) Ade 655-6386

Buyer
A. L. (Andy) Boe 655-6386

Designated Optical Tracker (DOT) and Defense Systems Product Development

Materiel Manager
W. W. (Bill) Berry 773-9128

Buyer
M. J. (Mahlon) Baer 773-8523
Subcontracts

Buyer
D. D. (Don) Bolton 773-8523
Purchased Equipment

Roland

Materiel Manager
W. W. (Bill) Berry 251-4964

Buyer
J. T. (Jerry) Antush 251-0327
Explosives, Propellants, Umbilicals, Module Loader Mechanism, Cupola-Launch Arm Test Set, Pallet, Radar Transponder

Buyer Associate
C. A. (Cliff) King 251-0327
Castings, Extrusions, Magnetron, Inverter, Converter, Flex Circuits, Seats, Air Conditioner, Warhead Loading Assembly, Platform, Missile Container, Vibration Isolators

Buyer
P. J. (Patricia) Goodall 251-0214
Training Equipment, PPU, Stinger Pod, RDA Study Contract, Battery Charger, FMTS Equipment Offset, Hewlett-Packard Contracts, and Service Maintenance AGMTS

Associate Buyer
K. (Karen) Rackeweg 251-0214
Euromissile Rejections, OPTE, OPTE Test Drawers, OMTS, OMTS Tools, SAMM Hydraulics, Software Develop., IMAP, Roland Components, Technical Assistance, Turret Bearing, Pivot, Bearing, Hydraulic Motor, FU Fans, Change Board

Space/Information Systems Product Development

Materiel Manager
K. R. (Ken) Jallen 773-7787

Buyer
H. F. (Harry) Carr 773-0231
Space Systems

Buyer
T. G. (Tom) McCrea 237-1956
T-43A

Buyer
M. E. (Mark) Jones 773-1268
Missile Systems

ASW/SOW

Materiel Manager
J. R. (John) Ghiglione 251-4716

Buyer
E. J. (Ed) Allen 251-4850
Purchased Equipment

Subcontract Manager
W. E. (Bill) Draper 251-4811
Hercules, Gould

Buyer
J. D. (Jim) McClenaghan 251-4850
Gould

Buyer	G. L. (Gary) Graves	251-4850	Hercules, Ordnance

Anti-Satellite (ASAT)

Materiel Manager	L. I. (Larry) Moormeier	773-0428	
Buyer	V. M. (Vern) Krohn	773-4934	Purchased Equipment
Buyer	D. A. (Doris) Wolter	773-4934	Purchased Equipment
Buyer	M. B. (Mike) Schmidt	773-4934	Software/Hardware
Buyer	C. A. (Celia) Bomeke	773-4934	Software/Hardware

Automated Transportation System

Materiel Manager	F. M. (Frank) Adderson	773-5043	
Buyer	C. V. (Carl) Angman	251-4624	

Engineering Technology

Materiel Manager	F. M. (Frank) Adderson	773-5043	
Buyer	R. J. (Ron) Flynn	773-5043	ET
Buyer	D. W. (Dave) Ingram	773-5043	ET/Misc. Contracts
Buyer	P. L. (Paul) Pasquier	773-5043	Guidance Development
Buyer Associate	D. C. (Diane) Weller	773-5043	
Buyer Associate	L. (Leon) Maddox	773-5043	
Buyer Associate	D. L. (Dave) Poplawski	773-5043	
Buyer	G. W. (George) Farlow	(205) 876-7219	Huntsville Office

Product Support

Materiel Manager	F. M. (Frank) Adderson	773-5043	
Buyer	P. T. (Pi) Thompson	773-2052	

Experimental/Developmental Program

Materiel Manager	T. F. (Tom) Heywood	773-9789	

Inertial Upper Stage (IUS)
Kent Space Center
Kent, Washington

Materiel Manager	R. A. (Russ) Pitt	773-9774	
Propulsion Manager	D. L. (Dean) Duncan	773-2164	
Buyer	G. W. (George) Goodwin	773-5335	Full Scale Development – Solid Rocket Motor, Extendable Exit Cone
Buyer	J. R. (Jim) Jahnke	773-5335	Thrust Vector Control, Aft Frame Tilt Actuator, Production – Solid Rocket Motor, Extendable Exit Cone
Associate Buyer	L. (Leanne) Garn	773-5335	Thrust Vector Control, Aft Frame Tilt Actuator
Purchased Equipment Manager	L. J. (Larry) Brittain	773-8403	
Buyer	J. A. (Nita) Block	773-6041	Environmental Measurement Unit, D.C. Current Sensor, Transducers, Propellant Filter, Propellant Tanks, Flight Termination System, Hydraulic Hardware, Safe and Arm
Buyer	C. R. (Bob) Graves	773-6041	Batteries, Separation System, Separation Device, Diplexers
Buyer	J. B. (Joe) White	773-7942	Power Cube Modules, DC/JC Converters, Inductors, Transformers, Hydraulic Accumulator, Support Software, Test Computers
Buyer	G. A. (Gordon) Shangrow	773-7942	Motor Driven Switches, RF Switches, Umbilical and Staging Connectors, DC Block
Buyer	L. (Larry) Collins		Payload Retention Latch Assemblies, Star Scanner, Rocket Engine Module, Software

Communciation/Guidance/Production Manager
W. M. (Bill) Farman 773-2851

Communciations and Telemetry Manager
E. L. (Gene) Mikov (Acting) 773-0605

Buyer
S. S. (Scott) Bell 773-9022
Production – Space Ground Link Subsystem, 20 Watt Amplifier. Long Lead – Space Ground Link Subsystem, 20 Watt Amplifier, Communication Interface Unit, Converter Regulator Unit

Buyer
R. K. (Ron) McCall 773-9022
Full Scale Development and Integration Launch Support – Communication Interface Unit, Converter Regulator Unit, Logistic Support

Associate Buyer
J. C. (Joe) Avila 773-9022
Space Ground Link Subsystem Transponder, 20 Watt Amplifier, Logistic Support

Software and Guidance Manager
E. L. (Gene) Mikov 773-0605

Buyer
C. R. (Charles) Lee 773-0605
Production Contract – Redundant Inertial Measurement Unit, Flight Computer, Memory Load Unit

Buyer
G. B. (Grant) Steele 773-0605
Production – Redundant Inertial Measurement Unit, Flight Computer, Memory Load Unit

Air Launched Cruise Missile (ALCM)
Kent Space Center
Kent, Washington

Materiel Manager
J. S. (Jim) Luckman 773-4015

Deputy Materiel Manager, Purchased Equipment
R. W. (Roger) Minton 773-4016

Subcontract Manager
J. W. (Jim) Henry 773-4018

Status and Change Control
N. C. (Norm) Rice 773-4025

Buyer
R. L. (Bob) Burkhalter 773-4020
Surface Tension Screen/Trap Tank, Flight Termination Receiver, Fuel System Valves

Buyer
M. C. (Mel) Hall 773-4025
Manufacturing and Central Materiel Coordination

Buyer
R. A. (Rich) Klep 773-4032
Thermal and Instrumentation Batteries

Buyer
K. I. (Ken) Krell 773-4021
Air Cycle Machine, Ballistic Actuators, EBW Firing System

Buyer
R. C. (Ron) Zylstra 773-4022
Misc. Elect, JTV, STE, AGE

Buyer
C. K. (Chris) Cooper 773-6652
Expanding Tube, Recovery System, Air Check Valve, ECS Valve, Fuel Supply/Range Safety Valve, Transmitter, Thermometer, Relay, Misc. Test Equipment

Associate Buyer
W. A. (Bill) Dobiash 773-4031
Umbilical Receptacle and Valves, Fuel Hose

Spares Coordinator/Asst. Buyer
S. M. (Sue) Mewhorter 773-6751
Air Cycle Machine, Ballistic Actuators, EBW Firing System

Subcontract Manager
L. A. (Lou) Kelsch 773-4012

Buyer
L. M. (Larry) Carton 773-4035
Casting Procurement

Buyer
A. D. (Dale) Forbes 773-4033
Casting Procurement

Buyer
K. L. (Ken) Jorgensen 773-4036
Casting Procurement

Buyer
D. C. (Dave) Ross 773-6644
Casting Procurement

Buyer
S. R. (Stu) Swanberg 773-4037
Casting Procurement

Associate Buyer
W. J. (Bill) Scholz 773-4034

Subcontract Manager
T. O. (Tom) Morgan 773-4017

Buyer
R. C. (Bob) Dunnington 773-4024
Fuel Boost Pump

Buyer	J. P. (John) Menoher	773-4026	Computer Equipment, Misc. Electronics, Rate and Acceleration Sensor
Buyer	N. H. (Norm) Pryor	773-4029	Air Data Computer, Pitot Static Tube, Total Temperature Probe
Buyer	K. R. (Kel) Restad	773-9237	Servo Assembly
Buyer	E. (Eileen) Green	773-4030	DC Generator/Regulator, Air Conditioner Adapter, Generator
Buyer	R. A. (Ruth) Morris	773-6607	Arming Device, Rotary Switch, Impact Fuze, Inlet Lip Heater
Buyer	S. A. (Sharon) Stephens	773-6629	Heat Exchanger

Central Materiel
Grady Way Plaza
919 S.W. Grady Way
Bldg. 7-202
Renton, Washington

Manager	W. L. (Bill) Barker	656-9461

Raw Material Procurement

Procurement Chief	K. (Ken) Teramoto	656-9487	
Buyer	G. (Gordon) Conklin	656-9547	Castings
Buyer Associate	L. (Loren) Williams	656-9544	
Buyer	W. J. (Bill) Conrad	656-9537	Forgings
Buyer	R. G. (Roger) Paul	656-9535	Electrical Wire, Cable, Copper Clad
Buyer Associate	K. (Karen) Van Meter	656-9536	
Buyer	C. J. (Cal) McFadden	656-9541	All Metals
Buyer Associates	D. K. (Donna) Stanley	656-9539	
	D. L. (Donna) Woodard	656-9538	
Buyer	L. J. (Lou) Wolfe	656-9542	Non-Metallics
Buyer Associate	M. J. (Mary) McDonald	656-9543	

Electrical/Mechanical Hardware Procurement

Procurement Chief	J. E. (Jack) Wheatly	656-9493	
Buyer	W. E. (Bill) Cook	656-9557	Electrical Components
Buyer Associate	J. D. (Joy) Brown	656-9569	
Buyer	C. L. (Clint) Brown	656-9554	Power Supply, Transformers, Relays, Etc.
Buyer Associates	K. D. (Ken) Miller	656-9555	
	C. P. (Phil) Thorp	656-9552	
Buyer	J. C. (Jack) Relyea	656-9551	Connectors, Receptacles
Buyer Associates	P. D. (Paul) Karr	656-9549	
	R. C. (Randy) Sawyer	656-9550	
Buyer	J. D. (Jerry) Hutchison	656-9556	Connectors, Receptacles
Buyer Associate	K. W. (Ken) Dotson	656-9548	
Buyer	R. G. (Bob) Antush	656-9566	Switches, Cabinets, Code 5 and 6 Mech. and Related Hardware
Buyer Associates	J. F. (John) Barton	656-9564	
	K. R. (Ken) Reed	656-9553	
	S. R. (Steve) Thomas	656-9565	
Buyer	D. A. (Dave) Ostrum	656-9563	Fasteners and Related Components
Buyer Associates	T. R. (Tennia) Nelson	656-9560	
	P. A. (Pete) Pascua	656-9559	
Buyer	B. H (Ben) Cribb	656-9568	Misc. Mech Assy's ALMAC Stores
Buyer Associates	K. K. (Kay) Divelbiss	656-9571	
	J. J. (Jerry) Korvas	656-9570	

Microcircuit Procurement

Procurement Chief	
J. L. (Jim) McFall	656-9486
Buyer	
C. E. (Clarence) Heatherly	656-9531
All Diodes, Transistors, Capacitors, Resistors, Optoelectronic Product Devices	
Buyer Associate	
T. M. (Trig) Peterson	656-9529
Buyer Associates	
H. W. (Bill) Hahn	656-9524
C. I. (Cuba) Shaffer	656-9526
Buyer	
P. S (Pete) Gatti	656-9530
Integrated Circuits, IUS, ASW/SOW, Vendor/Numeric P/N Generic P/N Alpha Prefix A-R	
Buyer Associate	
G. W. (Gary) McClelland	656-9528
Buyer	
D. R. (Don) Casey	656-9533
Integrated Circuits-ALCM, E-3A, E-4B, DESC P/N, ROLAND, 38510/280 PPL Parts, Advanced Projects, Generic P/N Alpha Prefix S-Z	
Buyer Associates	
F. (Fannie) Lim	656-9532
A. (Al) Palizzi	656-9334
Buyer	
R. F. (Bob) Harris	656-9581
IC's, BIB, ESTS, SRAM, MM, MX	
Buyer Associate	
D.A. (Debbie) Smith	656-9525

Outside Production

Production Chief	
W. H. (Bill) Wilcox	656-9492
Buyer	
C. E. (Carl) Laurier	656-9584
ALCM-Focal Point, New Business, Major Machine and Assy. IUS – Focal Point, Minor Machine, Springs, All Tooling	
Buyer Associates	
B. A. (Brenda) Arner	656-9586
G. L. (Gerry) Chapman	656-9582
B. W. (Bobby) Coleman	656-3585
Buyer	
J. X. (Jim) DeDonato	656-9588
Sheet Metal, ESD, Roland, ALCM PC Boards, ALCM Screw Machine Non-Metallics, Small/Small Disadvantaged Business Focal Point	
Buyer Associates	
D. M. (Doris) Barber	656-9587
G. L. (Gary) Lameyer	656-9578
Buyer	
H. O. (Harry) Myers	655-6100/655-9575
Emergent Offload, Outside Production Services	

E-3A
Plant II
Seattle, Washington

Manager	
W. D. (Wayne) Masterjohn	655-4436
Deputy Manager	
L. R. (Lee) Roseberg	655-4481

Radar, Data Processor, and Navigation Subcontracts

Manager	
L. A. (Larry) Catt	655-0800
Procurement Chief, Radar Production Requirements	
P. R. (Pat) Winn	655-0800
Buyers	
S. A. (Steve) Hoke	655-4881
J. L. (Larry) Kangley	655-4881
H. K. (Jerry) Parrish	655-4881
K. C. (Ken) Stone	655-4881
K. C. (Ken) Valentine	655-4881
C. A. (Carol) Vangel	655-4881
Buyer Associate	
C. L. (Chris) Schlemmer	655-4881
Procurement Chief, Radar Logistics Support	
G. L. (Garry) Deines	655-0800
Buyers	
N. M. (Nancy) Curl	655-4881
J. W. (John) DesJardien	655-4881
Buyer Associates	
P. A. (Patti) Dugan	655-4881
C. L. (Cheri) Neese	655-4881
Subcontract Manager, Computer, Mag Tape Transport, Line Printer, and Navigation Equipment	
D. K. (Dave) Mitchell	655-4621
Buyers	
R. L. (Rocky) Atterbury	655-4621
L. E. (Larry) Balcom	655-4621
J. A. (Jerry) Spring	655-4621
F. E. (Fred) Taylor	655-4621
Buyer Associates	
R. E. (Randy) Price	655-4621
D. L. (Darrell) Swallom	655-4621
T. T. (Terry) Tamayao	655-4621
F. J. (Fran) Thomas	655-4621

Communications Functional Group

Subcontract Manager

J. J. (John) Flanigan	655-1394

Buyers

S. A. (Steve) Dentz	655-1394
D. R. (Deane) Hislop	655-1394
J. J. (Jeff) Ojala	655-1934
D. R. (Dave) Larner	655-1394
B. E. (Byron) Osborn	655-1394
P. G. (Pat) Peterson	655-1394
G. E. (Garry) Sands	655-1394

Buyer Associates

D. A. (Dana) Green	655-1394
J. P. (Jim) Lockert	655-1394

NATO Installation and Checkout Subcontracts

Subcontract Manager

D. M. (Duane) Roske	655-4864

Procurement Chief/Cost Control/Subcontract Administration

D. H. (Doug) Orton	655-4864

Buyers

C. R. (Charles) Lee	655-4864
D. Y. (Dennis) Hoshino	655-4864
R. R. (Rob) Foxcurran	655-4864

Procurement Chief

D. H. (Doug) Orton (Acting)	655-4864

Buyers

G. F. (Jerry) Fickes	655-4864
R. C. (Ralph) Foss	655-4864

Buyer Associate

J. E. (John) Olson	655-4864

Data Display, Navigation, Flight Simulator, Rotodome Drive and Materials, NATO Trainers, Antenna Drive, Mechanical AGE, Communications Integration Hardware, and Software Industrial Collaboration

Subcontract Manager

E. L. (Ev) Canfield	655-4904

Buyers

R. L. (Dick) Cordon	655-4904
W. D. (Bill) Eubanks	655-4904
B. M. (Brett) Hall	655-4904
E. M. (Gene) Okamura	655-4904
A. E. (Tony) Forrest	655-4904
H. L. (Howard) McGhee Outplant Representative-Univox	

Buyer Associates

S. A. (Seth) Bishop	655-4904
J. M. (Jackie) Petach	655-4904
M. D. (Martin) Ringhofer	655-4904

IFF, Automatic Test Equipment, Maintenance Trainers, Purchased Equipment and Materials

Subcontract Manager

S. L. (Shirley) Ramuta	655-9630

Buyers

A. L. (Ann) Carleton	655-9630
G. (George) Malesis	655-9630
L. A. (Larry) Plischke	655-9630
W. H. (Bill) Watson	655-9630

Buyer Associates

J. J. (Joseph) Davis	655-9630
L. E. (Lynne) Littlefield	655-9630
G. Y. (Guy) Tsutsumoto	655-6930

E-4 Command Post
Plant II
Seattle, Washington

Materiel Manager

J. E. (John) Mathiasen	655-1020

Cost and Schedules Manager

W. T. (Walt) Bustruck	655-2007

Buyer

Frank Gregory E-Systems Coordination	655-7580

C^3 And General Procurement

Manager

C. E. (Claude) Taubel	655-2007

Buyer

B. L. (Bruce) Zimmerman SHF Receiver Transmitter (Rx/Tx), Very Low Frequency/Low Frequency Power Amplifier/Dual Wire Antenna (VLF/LF PA/DWA) and Related Support Equipment	655-7288

Associate Buyer

S. E. (Sandy) Simmonds	655-7288

Buyer

D. J. (Donna) Cole Crypto Control Indicator (CCI), Jackfields, Secure Voice Switching Equipment (SVSE), Automatic Switchboard (ASB), Interface Module (IFM), and SHF Hopping Exiter/Receiver	655-7580

Associate Buyer

P. V. (Prentis) Johnson	655-7580

Buyer
C. D. (Cliff) Bratz 655-7580
Communication Processing Subsystem/Equipment Malfunction Diagnosis (CPS/EMD) and Related Support Equipment, SHF Antenna and Computer Augmenter Antenna Pointing Group, Data Modems, Band Pass Filters, Related Support Equipment and Miscellaneous Purchased Equipment, and E-4B Repairs

Associate Buyers
J. A. (Jonna) Scott 655-7580
I. L. (Inez) Jackson 655-9133

CAPS/SCT Procurement

Manager
W. T. (Walt) Bustruck 655-2007

Buyer
J. G. (John) Tolton 655-7338
Computerized Antenna Pointing System (CAPS), Plasma Displays and Keyboard Units and Single Channel Transponder (SCT) Command Post Modem including Associated Data

Associate Buyer
M. D. (Mark) Connel 655-7338

E-Systems Subcontract

On-Site Manager (Greenville, Texas)
R. M. (Bob) Tucker .... (214) 454-4448

Buyer
C. F. (Charlie) Gunia .... (214) 454-5794

E4 Contractor Logistic Support (CLS)
Offutt AFB, Nebraska

Manager
D. G. (Don) Roy .... (402) 292-5000

Buyer
W. E. (Bill) Forland .... (402) 292-5000
Spare Parts Support; Mechanical; Hydraulic and Pneumatic

Buyer
F. A. (Freeman) Frydenlund .... (402) 292-5000
Support Equipment

Buyer Associate
B. (Billie) Jatzen .... (402) 292-5000
Spare Parts Support; Equipment Repair and Logistical Support Agreements

Buyer Associate
D. G. (David) Moore .... (402) 292-5000
Special Projects

Buyer Assistants
D. M. (Dianne) Eckhardt .... (402) 292-5000
G. W. (Jerry) Herzog .... (402) 292-5000

Minuteman/Peacekeeper
Plant II
Seattle, Washington

Manager
P. H. (Paul) Williams 655-2193

Procurement Manager
M. D. (Marv) Nugent 655-2029

Cost and Schedules

Manager
P. M. (Perry) Poulsen 655-2013

Major Subcontracts-Mechanical

Subcontract Manager
M. D. (Mike) Hander 655-1996

Buyer
B. H. (Blair) French 655-0166
Minuteman TE Trailer, Hard Mobile Launcher Program Support

Buyer
T. A. (Tom) Goldade 655-0867
M^2 Amplifier Hardware, Peacekeeper Air Conditioner and Dehumidifier

Buyer
R. J. (Rich) Grosvenor 655-5724
M^2 Spares, Peacekeeper GCCU Launch Tube Air Duct and Emergency Fan Unit and Control Panel

Buyer
N. C. (Nancy) Haley 655-1487
Elevator Work Cage Modification and Repair Programs, M^2 Chiller/-Compressor, Bendix/Westinghouse Compressor Repair, 60 Hz Compressor Replacement-Wing II, Elevator Work Cage Spare Components, Peacekeeper GCCU

Buyer
A. L. (Al) Kellie 655-1656
HICS Alarm, Transducers, Monitors and Test Sets

Buyer
D. R. (Don) Merz 655-1388
Peacekeeper Foam, Crushables, Actuators, Subassemblies

Buyer
W. J. (Walt) Panchyshyn 655-0166
M^2 Remote Support, Ballistics Procurement

Buyer
J. A. (Jim) Sanford 655-1674
HICS Inner and Outer Splice Cases, Load Coils, Risers, Misc Installation Hardware

Buyer
D. E. (Don) Woodin 655-2397
Peacekeeper/Hardness Validation
Major Subassembly Support, GIS Contracts

Major Subcontracts – Ele/Electronic

Subcontract Manager
D. O. (Dean) Nordstrom 655-1677
Buyer

Buyer
R. C. (Rick) Edmundson 655-1137
MM Motor Generator Set, MM C^3 Hardware, Peacekeeper Electronic Equipment/Systems, ERCS Amplifier

Buyer
J. W. (Jim) Karr 655-1012
Peacekeeper Emergency Batteries, Command Signal Decoder

Buyer
F. S. (Frank) Loihl 655-9191
Peacekeeper Circular Power, Umbilical and Intermodule Connectors, MM C^3 Hardware

Buyer
R. G. (Bob) Rotton 655-1247
ICBM Deep Basing

Buyer
D. R. (Doyle) Spoonamore 655-6574
Peacekeeper Bulkhead Penetration, Rack and Panel Connectors

Buyer Associate
K. E. (Kay) Stimson ....
IMPSS Connectors and Cables, Mod 7 Hardware Support

Buyer
L. C. (Lynn) Thompson 655-1137
MM Coherent Radar Transponder, Connectors, Power Transfer Switch, Inertia Switch, Power Drivers, Ordnance Manifold, RSLP Transponder, Receivers, Transmitters, Voltage Controlled Oscillators, Timer Set, Advanced ICBM Program

Buyer
J. M. (Jim) Uhlman 655-1388
SLCBM Interface, IMPSS 10-size Electrical Components

BAC FACILITIES/CONSTRUCTION
P.O. BOX 3999
SEATTLE, WASHINGTON 98124

Director of Facilities
Denver Grigsby 773-8050
P.O. Box 3999
Seattle, Washington 98124

Administrator
B. D. (Bruce) Zimmerman 773-5644
Small Business Program
Small Disadvantaged Business Program

Manager
V.E. (Gene) Norton 773-2716
Facilities Engineering
Construction Project Manager

BOEING AEROSPACE OUTPLANT LOCATIONS

Boeing Houston, Texas

Procurement Administrator
F.J. (Joyce) Dinsdale .... (713)486-1229
P.O. Box 58747
Houston, Texas 77058

Boeing Washington, D.C.

Margaret Kar e .... (703) 558-9600
The Boeing Company Ext. 211
Rosslyn Center
1700 North Moore Street-20th Floor
Rosslyn, Virginia 22209

Offutt AFB

Boeing Aerospace Company
D.G. (Don) Roy .... (402) 292-5000
P.O. Box 13183
Offutt AFB, Nebraska 68113

Mather AFB

Manager
R.C. Berry .... (916) 363-4832
Bldg. 7000
Mather AFB, California 95655

Minuteman Remote Sites

Boeing Pacific Test Center Minuteman/Reentry Systems Launch Programs

Manager
J. (John) Coleman .... (805) 866-7818
P.O. Box 1626 .... BTN No. (805) 866-2101
Vandenberg AFB, California 93437

Boeing Utah Area

Materiel Chief
J.W. (Jim) McFarland .... (801) 627-2037
The Boeing Company
Ogden Area
Hill AFB, Utah 84058

Boeing Mojave Test Center
B-1 Avionics

Manager
R.G. (Rod) Cooper .... (805) 277-4252
P.O. Box 78
Edwards, California 93523

Buyer
K.(Ken) Dodd .... (805) 277-2221

Boeing Huntsville
555 Sparkman Drive, Suite 400
Huntsville, Alabama 35805

Material Manager
F. M. (Frank) Adderson .... (206) 773-5043

Buyer
G. W. (George) Farlow .... (205) 876-7219

BOEING SERVICES INTERNATIONAL, INC.
P.O. BOX 220
COCOA BEACH, FLORIDA

T. E. (Tom) Welsh .... (305) 783-0220
Domestic Contracts Manager .... Ext. 149

Kennedy Space Center
P.O. Box 21185
Kennedy Space Center, Florida 32815

Kennedy Space Center Contracts Manager
C. I. (Carl) Jackson .... (305) 867-3350

TTV Program
(Test, Termination and Verification)

Contracts Manager
C. R. (Charles) Jenkins .... (305) 853-9771
Small Business Program
Small Disadvantaged Business Program

Procurement Chief
W. F. (Bill) McDonald .... (305) 853-9771

Procurement Supervisor
Faik Seyhan .... (305) 853-9771

Senior Subcontracts Administrator
Matthew Poe .... (305) 853-9771

Buyer, All Commodities
F. W. (Rick) Schutz .... (305) 853-9771

Bureau of Mines Research Facility
DOE Mining Equipent Test Facility
P.O. Box 10838
Pleasant Hills, Pennsylvania 15236

Contracts Manager
P. K. (Kevin) Reilly .... (412) 675-6879

Buyers – All Commodities
Sue Foster .... (412) 675-5846
Debra Nesotas .... (412) 675-5847
Andrea Joy .... (412) 675-5850

Buyer – Leases and Rentals
Debbie Schmidt .... (412) 675-5848
Laurie Stefid .... (412) 675-3783

Fort Irwin National
Training Center
P.O. Box B
Barstow, California 92311

Contracts Manager
J. B. (Jim) Braumman .... (714) 386-3783

BOEING ELECTRONICS SUPPORT DIVISION
SEATTLE, WASHINGTON

Materiel Manager
W. N. (Wayne) Wicks .... (206) 251-4000
P O. Box 3999
Seattle, Washington 98124

Procurement Manager Microelectronics
M. F. (Mike) Keim .... (206) 773-2210

Buyer
G. L. (Gerry) Day .... (206) 251-4000

Buyer
J. (Jerry) Ballentine .... (206) 773-2210

Buyer
W. J. (Wayne) Miyake .... (206) 773-2210

Procurement Support Supervisor
D. C. (Don) Olson .... (206) 251-4000

Cost Estimating Supervisor
K. M. (Kay) Fickes .... (206) 251-4000

BOEING ELECTRONICS, INCORPORATED
3131 STORY ROAD WEST
IRVING, TEXAS 75062
P.O. BOX 2707
IRVING, TEXAS 75061

Materiel Control Manager
J. H. (Jay) Bucher .... (214) 659-2626

Procurement Supervisor
John Sweeney .... (214) 659-2689

Administrator Small Business/Small Disadvantaged Business Programs
Sydney Beth King .... (214) 659-2695

Buyers
Tony Arico .... (214) 659-2688
Willie Erby .... (214) 659-2690
Sydney Beth King .... (214) 659-2695
Doug Miller .... (214) 659-2712
John Lay .... (214) 659-2616

BOEING ENGINEERING COMPANY
CORPORATE SQUARE
625 ANDOVER PARK WEST
TUKWILA, WASHINGTON 98188

Director of Materiel
E.J. (Ed) Palmer 575-5840

Administrator
T. B. (Terry) Jansen 575-5841
Small Business Program/Small
Disadvantaged Business Program
P.O. Box 3707
Seattle, Washington 98124

Energy Control Systems

Manager
W. J. (Bill) McCoy 773-0772

Buyer
Robin Wilson 773-0772

Wind Turbine Systems

Manager
Paul Redmond 575-5334

Buyers
R. E. (Earl) Gossard 575-5961
Russ Jones 575-5973

Energy Development and Design/Construct Subcontracts

Manager
T. B. (Terry) Jansen 575-5841

Construction

Manager
Burton (Burt) Goebel 575-7317

Manager
J. C. (Judy) Sherman 575-5641

Equipment and Support

Buyers
JoAnn King 575-5613
Frank Shriver 575-5540

BOEING ENGINEERING & CONSTRUCTION SOUTHEAST, INC.
767 MITCHELL ROAD
OAK RIDGE, TENNESSEE 37830

Materiel Manager
H. R. (Herb) Moss .... (615) 482-0121
Administrator Small/Disadvantaged Business
Program

Unit Chief
D. C. (Dave) Ellis .... (615) 482-0144

Buyer
R. F. (Frank) Alexander .... (615) 482-0147
Commodity: MRO, Overhead Equipment and Supplies

Unit Chief
J. B. (Bick) Marshall .... (615) 482-0141

Buyer
Joe Halbrook .... (615) 482-0135
Machine Parts

Buyer
Winnie Akridge . (615) 482-0174
Raw Material and Fasteners

RESOURCES CONSERVATION CO.
3101 N.E. NORTHUP WAY
BELLEVUE, WASHINGTON 98004

Director of Materiel – K-8598 M/S 7E-06
W. J. (Bill) De Spain 828-2202
P.O. Box 3766
Seattle, Washington 98124

Materiel Manager
Robert E. (Bob) Wheatley 828-2209
Resources Conservation Co. International

Senior Buyer
Carmen D. Haavig 828-2203

Purchasing Specialist
Jim M. Goldade 828-2219

Buyer
Joyce A. Gairns 828-2204

Materials Management Supervisor
M. V. (Milo) Nies 828-2210

BOEING COMPUTER SERVICES COMPANY
919 S.W. GRADY WAY
RENTON, WASHINGTON
BLDG. 7-202

BCS MATERIAL

BCS Materiel provides services to all Boeing companies for computing equipment and software and to divisions in the Puget Sound area through the procurement of their MRO and capital equipment requirements. All consolidated agreements for equipment and commodities used by all divisions of the Company are executed by this organization.

Corporate Offices

Director
D. L. (Doug) Scribner 656-9304

Small and Small Disadvantaged Business Programs Administrator
R. F. (Bob) Bailie 656-9317

Commodity Procurement, MRO Stock

Manager
A. T. (Arnie) Thompson 656-9305

Shop Supplies And Services MRO Services Group

Group Manager
R. F. (Bob) Bailie 656-9317

Procurement Specialist
R. W. (Ron) Fagg 656-9364
Drills, Reamers, Special Tools, Metric Cutting Tools

Procurement Specialist
D. R. (Don) Mobley 656-9363
End Mills, Taps, Punches and Dies, Miscellaneous Cutting Tools

Procurement Specialist
C. S. (Carolyn) Sayler 656-9365
Power Tool Accessories, Diamond Dressers, Abrasives, Foundry Supplies, Standard Tools, Miscellaneous Hand Tools

Buyer
J. R. (Jeff) Barnhart 656-9367
Bearings, Carbide Inserts, Casters, Jacob Chucks, Saw Blade Refurbishment, Tooling Components, Bushings, Bandsaw Blades, Miscellaneous Saws, Brushes, Angle Drills, Bicycle Repair

Buyer
L. H. (Lynn) Beeler 656-9370
Atmospheric Gases, Refrigeration Gases, Dry Ice, Mapp Gas, Chemicals, Trichloroethane, Trichloroethylene, Adhesives, Resins, Hardeners

Buyer
D. K. (Debbie) Lueckenotte 656-9362
Safety Supplies, Radiation Badges, Regulators and Airpacks, Aircraft Spare Parts Modification and Overhaul, Soldering Supplies, Welding Supplies, Headset Repair, Light Water, Safety Shoes

Buyer
R. L. (Bob) Davison 656-9369
Raw Materials (Metallic and Non-Metallic), Plastics, Plexiglass, Polycarbonate, Fiberboard, Cutting Fluids

Procurement Specialist
W. H. (Harmon) Jones 656-9368
Misc. Transportation Charters (Aircraft, Taxi, Limousine, Bus), Fuels (Motor Vehicle and Heating including all Diesels, Gasoline and Propane), Fuel Storage Leases, Barrels, Automotive Upholstery, Small Engine Parts, Auto Radio Repair, Lubricants, Flight Center Aircraft Repair Parts, Sweeper Parts

Procurement Specialist
R. G. (Bob) Coppin 656-9361
Replacement and Repair Parts and Various Maintenance, Repair and Service Contracts for Automobile, Industrial Truck, Handling Equipment and Other Misc. Mechanical Vehicles, Antifreeze

Building/Maintenance/Office Supplies And Services

Group Manager
T. R. (Tom) Utterstrom 656-9316

Procurement Specialist
R. W. (Ron) Burris 656-9359
Construction Services, Insulation, Laundry Service, Lumber and Building Supplies, Parking Lot Services, Partitioning

Buyer
R. A. (Ruth) Garrison 656-9356
Carpet Cleaning and Repair, Drapery Cleaning and Repair, Electric Motor Parts and Service, Electrical/Electronic Supplies and Service, Lamps, Radio Repair, Upholstery Service, Wire and Conduit

Buyer
L. A. (Leslie) Larson 656-9360
Cargo Restraint, Door Repair, General Hardware, Lock & Key Service, Moulding Plaster, Plumbing Supplies

Buyer
R. L. (Bob) Simmons 656-9355
General Group Support

Procurement Specialist
L. (Leo) Judd, Jr. 656-9340
Calibration Service, Hydraulic and Pneumatic Supplies, Pump Parts

Buyer
D. A. (Doug) Cooper 656-9339
Boiler Maintenance, Communication Station/Radar Site Maintenance, Fence Repair, Fire Protection System Maintenance, Garden/Landscape Supplies & Services, Gas Pump Service, Glass Repair, Pest Control, Railroad Repair, Scale Maintenance, Snow/Volcanic Ash Removal, Spraying Service, Street Cleaning, Window Washing

Buyer
D. M. (Diane) Hesher 656-9336
Incineration Service, Janitorial Supplies and Services, Oil Spill Cleanup, Plastic Bags, Toiletry Items, Waste Disposal Services (Non-hazardous), Water Treatment Chemicals and Support Items

Buyer
G. W. (George) Ivanich 656-9335
Air Conditioning Service, Asphalt Paving, Concrete and Rock Products, Dump Site/Dump Truck Service, Elevator/Escalator Maintenance, Painting Supplies, Roofing Material

Purchasing Specialist
J. R. (Roger) Steeds 656-9343
Consulting/Studies, Contract Labor, Studio Production Services, Traffic Support

Buyer
J. L. (Judy) Bailey 656-9643
Advertising, Boeing Checks, Chart Paper, Editorial Service, Film Processing, Mailing Service, Merrill Lynch Services, Photographic Supplies & Services, Studio Production Services, Tab Cards, Translation Service, Typesetting, Visa Service, Trade Show Support

Purchasing Specialist
D. G. (Don) Dresser 656-9344
Books/Manuals, Computer/Word Processing Supplies, Envelopes, Library Services, N. C. Tape, Statistical Tapes, Subscriptions, Toner and Developer, Training

Buyer
G. L. (Gary) Johnson 656-9358
Art Design Services, Art/Graphics Supplies, Binders, Boeing News, Graphic Services, Offset Supplies, Printing/Reproduction Services

Buyer
M. M. (Margaret) Legge 656-9357
Awards/Gifts, Drafting Film, Forms/Labels, Printing Paper, Reproduction Paper, Transparencies, Vellum

Buyer
L. M. (Larry) Mirau 656-9639
Credit Cards, Credit Check Service, Engraving, Floral Supplies and Service, Lab Supplies, Medical Supplies, Nameplates/Signs, Office Supplies, Philanthropic Services, Pictures/Picture Frames, Plasticizing, Rubber Stamps, Security Support, Typing Supplies, Uniforms

Buyer
J. B. (Barth) Riedy 656-9338
Aperture Cards, Audio and Video Supplies, Microfiche/Microfilm, Model Airplanes, Standards and Raw Material

MRO Stock Group

Group Manager
R. A. (Dick) Bird 773-5443

Purchasing Specialist
T. F. (Tom) Helm 773-5990
ST Items – B5, Utility Tools – T1

Buyer
J. M. (Jack) Tokunaga 773-5992
Basic Chemicals – Cleaners, Coatings and Cutting Oils-J7, Tooling, Raw Material-T2, Shop Supplies J5-3300-0010 through J5-7800-1000

Buyer
H. G. (George) Mitchell 773-5991
Cutting Tools-B1, Misc. Hand Tools – B3

Purchasing Specialist
M. K. (Myra) Carson 773-5580
Shop Supplies – J6, Safety Items – B4, Shipping Supplies – J1

Buyer
W. T. (Bill) Grieve 773-5581
Shop Supplies – J5 0010 0017 through J5 3260 0010

Buyer
C. L. (Candace) Ismael 773-5964
Corporation Forms Usage – D0, Forms and Catalogs, Co./Orgn. Usage – D1, Computer Supplies – D3, Reproduction Supplies – D5, Photo Supplies – D6, Communication Supplies – D8, Microfilm Supplies – D9, Govt. Forms – D7, Stationery – D2

Procurement Specialist
R. P. (Dick) Lang .... (206) 763-5140
Warehoused Computer and Terminal Supplies, Custom Computer Forms

Capital Equipment and Traffic Groups

Manager
K. S. (Keith) Haff 656-9306

Mechanical

Group Manager
J. L. (Jim) York 656-9314

Procurement Specialist
D. E. (Dan) Rian 656-9325
Hydraulics, Compressors, Metal Processing Equipment, Chemical Processing, Grinders, Painting Equipment, Ovens and Furnaces, Environmental Chambers, Autoclaves, Hydraulic Test Benches, Tanks, Steam Cleaners, Replacement Components, Rentals and Leases

Purchasing Specialist
L. E. (Larry) Byrd 656-9327
Riveting and Countersinking Equipment, Tube Bending and Swaging Equipment, Drilling and Routing Equipment, Testing and Inspection Equipment, Replacement Components

Buyer
B. D. (Bonnie) Marsh 656-9326/655-0920
Shop Tool Rentals and Leases, Electrical Tools, Machine Controls, Replacement Components for Major Machine Rebuild, Riveting and Countersinking Equipment

Purchasing Specialist
R. L. (Dick) Woodhouse 656-9324
Wire Processing, Filament Winding, Cranes, Hoists, Storage and Retrieval Systems, Non-Powered Material Handling Equipment, Replacement Components, Rentals and Leases

Purchasing Specialist
C. A. (Clio) Maass 656-9323
Major Machine Tools and Accessories, Presses, Lathes, Powered Material Handling Equipment, Storage and Retrieval Systems, Flexible Machining Systems, Robots, and Replacement Components

Buyer
J. W. (Jim) Claveland 656-9322
Licensed Vehicles, Vehicle Rental and Leases, Fabricated Assembly and Structures, Heating and Air Conditioning Equipment, Pumps, Light Duty Metal Working Machinery, and Replacement Components.

Electrical/Electronics

Group Manager
D. L. (Don) Horn 656-9315

Purchasing Specialist
T. D. (Tom) Anglea 656-9330
Welding Equipment, Electrical Equipment, Oscilloscopes, Anochoic/RF Chambers, Power Supplies, Generators, Power Generation Systems, Electrical Test Systems, X-Ray Equipment, Heat Treat Controls, Communication Systems, Tektronix, Fluke, IFR, Hughes Interface, Technology, Scientific Atlanta.

Buyer
N. M. (Nelda) Chase 656-9329
Food Service Equipment, Photographic Equipment, Audio/Video Equipment, Furniture, Floor Coverings, Draperies, Scales, Medical Equipment, Partitions, Cabinets, Bicycles, Hand Held/Desk Top Calculators, Printer Spare Parts

Purchasing Specialist
L. M. (Tish) Gregory 656-9331
Food Service

Purchasing Specialist
C. J. (Cal) Fung 656-9328
Electronic Test Equipment, Major Assembly Test Systems, Stress Measurement Systems, Reproduction Equipment, Hewlett Packard, Optical Tooling, Refrigeration Equipment, Security Systems, Printer Plotters

Buyer
D. J. (Daris) Midkiff 656-9334
Portable Tooling, Priority (A) Requirements, Lasers

Buyer
M. S. (Mike) Allen 656-9332
Rental/Leases, Typewriters, Microscopes, Hardness Testers, Sewing Machines, Word Processors, Portable Buildings, Office Equipment, Full Service Maintenance

Buyer
B. J. (Beverly) Lengacher 656-9333
Spare Parts, Shelving/Store Racks, Load-Cells and Transducers, Drafting Equipment, Full Service Maintenance of Other Than Office Equipment

Traffic Management Puget Sound Area

Traffic Management provides freight traffic services to all divisions in the Puget Sound Area and Portland, Oregon. Included under Traffic Control is movement via commercial carrier of hazardous materials, freight in and out of company facilities, employee household goods and import/export coordination with customers, suppliers, carriers and government agencies.

Traffic Manager
S. S. (Stew) Berry 773-5867

Boeing Aerospace Company Services
R. L. (Roger) Witt 251-4375

Renton Services
N. C. (Norm) Dalke 237-1780

Everett Services
R. F. (Dick) Beck 342-2772

Import/Export
P. S. (Paul) Kassen 773-5868

Customer Support
J. L. (Jim) Wellwood 931-2922

Audit Services
W. A. (Bill) Starmer 773-1767

Carrier Contract Administration/Inbound Routing
T. M. (Theresa) Hebert 773-2704

Computing Procurement

Manager
J. F. (Jim) Gregerson .... (206) 763-5129

Group Manager
J. H. Blacknall .... (206) 763-5129

Procurement Specialist
W. G. (Gale) Karr .... (206) 763-5138
Large Scale Mainframes, CAD/CAM Computer Systems, Major Subcontracts

Procurement Specialist
C. A. (Char) Boys .... (206) 763-5148
Word Processing Equipment, Office Automation Equipment, Local Area Networks, Artificial Intelligence Equipment

Procurement Specialist
R. L. (Rich) Ellis .... (206) 763-5139
Minicomputers, Terminals and Plotters

Procurement Specialist
D. W. (Danny) Lim .... (206) 763-5145
C.O.M. Equipment, Terminal Equipment Minicomputers, and Office Automation Equipment

Buyer
T. W. (Tom) Bush .... (206) 763-5147
Terminals, Documentation, Software Training

Buyer
M. M. (Marlene) Pletan .... (206) 763-5141
Maintenance Parts and Service Agreements, Disk Packs

Group Manager
C. S. (Chuck) Schufreider .... (206) 763-5129

Procurement Specialist
E. H. (Ed) Martzall .... (206) 763-5132
Subcontract Support, Terminals and Software

Procurement Specialist
F. A. (Fred) Davis .... (206) 763-5142
Minicomputers, Terminals, and Personal Computers

Procurement Specialist
P. W. (Phil) Hoffman .... (206) 763-5136
Minicomputer Systems, Terminal Equipment Support Equipment

Procurement Specialist
T. E. (Tom) Howard .... (206) 763-5144
Large Scale Computer Systems, Graphic Systems, and Major Subcontracts

Procurement Specialist
C. H. (Cris) Slaven .... (206) 763-5135
Computer Time, Terminals and Microcomputers

Group Manager
R. D. (Ron) Ames .... (206) 763-5569

Procurement Specialist
R. E. (Bob) Hevly .... (206) 763-5143
CAD/CAM and Minicomputer Systems

Procurement Specialist
S. R. (Scott) Simpson .... (206) 763-5573
Telecommunication and Subcontract Support, Facsimile Machines, Overseas Support

Buyer
S. K. (Suzanne) Anderson .... (206) 763-5574
Cables, Display Phones, Alarm Panels, Test Panels, Wave Guides and Procurement of Services and Equipment from Common Carriers

Buyer
B. K. (Brenda) Zett .... (206) 763-5576
Modems, Multiplexers, Terminals, Telephone and National Network Support, Video Equipment, Radios, Towers, Microwave Equipment

Commercial Services Group

Manager
S. M. (Steve) Wilt .... (703) 821-6170
7980-90 Gallows Court
Vienna, Virginia 22180
All Procurement Items in Support of Computer Services for Easter Region, Federal Teleprocessing Region, Federal Systems Group, Remote Computing Services East Headquarters, Marketing Commercial Services Group

Procurement Specialist
W. (Willie) Creighton .... (703) 821-6170
Procurement of Data Processing Equipment, Word Processing Equipment for Eastern Region, Federal Teleprocessing Region, Federal Systems Group-East, Remote Computing Services-East Headquarters Marketing Commercial Services Group, Procurement of Software, Network Services Support

Procurement Specialist
D. (Duke) Ketteringham .... (703) 821-6170
Procurement of Data Processing Equipment, Word Processing Equipment for Eastern Region, Federal Teleprocessing Region, Federal Systems Group-East, Remote Computing Services-East Headquarters Marketing Commercial Services Group

Buyer
P. D. (Pam) Taylor .... (703) 821-6170
All Supplies and Services in Support of Eastern Region, Federal Teleprocessing Region, Federal Systems Group-East, Remote Computing Services-East Headquarters Marketing Commercial Services Group

Boeing Military Airplane Company Support Division

Manager
W. L. (Bill) Redman .... (316) 688-6922
East Pike Building, Suite 200
453 South Webb Road
Wichita, Kansas 67207
All Procurement Items in Support of Computer Services for Boeing Military Airplane Company – Service Division

Procurement Specialist
J. H. (Jim) Cash .... (316) 688-6937

Procurement Specialist
R. D. (Ron) DeWeese .... (316) 688-6858

Procurement Specialist
G. E. (Gary) Fisher .... (316) 688-6859

Procurement Specialist
T. L. (Tom) Henry .... (316) 688-6984

Buyer
D. G. (Doug) Brown .... (316) 688-6998

Buyer
D. J. (Dan) Brodfield .... (316) 688-6910

Vertol Support Division

Procurement Specialist
F. J. (Bud) Blankley .... (215) 237-5617
Scott Plaza II
Philadelphia, Pennsylvania 19113
Procurement Items in Support of Computer Services for Vertol Support Division

Procurement Specialist
J. J. (Jack) Zimmerman .... (215) 237-5618
Procurement Items in Support of Computer Services for Vertol Support Division

Thrift Services Division

Manager
M. P. (Mike) D'Ambrosia .... (609) 467-4040
Ext. 207

One Boeing Plaza
Swedesboro, New Jersey 08085
All Procurement Items in Support of Computer Services for Thrift Services Division

Buyer
R. J. (Bob) Ticknor .... (609) 467-4040
Ext. 215

BOEING COMPUTER SUPPORT SERVICES, INC.

Business Manager
D. L. (Don) Svien .... (205) 453-5972
Marshall Space Flight Center
Huntsville, Alabama 35812

BOEING MARINE SYSTEMS RENTON, WASHINGTON

Director of Materiel
K. T. (Ken) Lauhon 237-6320
P.O. Box 3707, Mail Stop 98-50

JETFOIL Procurement Manager
H. D. (Howard) Ellison 237-6318

Coordinator
S. K. (Kerry) McMahan 237-6294
Indonesia Program Coordinator

Buyer
R. B. (Bob) Branham 237-6290
Air Conditioning, Helm and Throttle, Fire Protection System, Windows, Doors, Hatches, Engines, Specification Bearings, Diesel Generator and Components, Propulsor System, Demister Panel, Smoke Dampers, Fire Door, Air Compressor, Anchor, Frangible Link, Hatch Assembly, Hydrocel, Potable Water Tank, Strainer, Vibration Monitor

Buyer
J. W. (Jim) Phillips 237-6290
Major Fluid Systems, Hydraulic Systems, VAS, Actuators, Accumulator

Buyer
W. R. (Walt) Sanford 237-6290
Electrical/Electronic Systems and Components, JETFOIL Interiors, Seats, Galleys, Customer Options, Power Supply, Drinking Fountain, Transducer, Seals (Propulsion), Pressure Gauge, Windshield Wipers, Diesel Control Box, Battery Charger, Lights, NAV Gyros

Buyer
E. L. (Eleanor) Johnson 237-6294
Jetfoil NAC, MS, AN and BAC Standards, Low Value Vendor Part Numbers, JETFOIL Spares

Buyer
R. J. (Murph) Murphy 237-6310
Outside Production and Service Contracts

Associate Buyer
J. A. (Jan) Stewart 237-6303
Insulation Blankets, Machined Parts, Cables, Hoses, Services, Philanthropic Programs, Product Support Equipment, Field Service Modification Support, Heat Treat

Buyer
J. D. (Jim) Hendren 237-6303
Aluminum, Shipboard Cable, Non-Metallics, Honeycomb, Carpet, Weld Wire, Titanium Castings, Forgings, Wide Panel Extrusions, Stainless Steel

PHM Materiel Manager
J. R. (Jim) Currier 237-6323

Procurement Manager
E. G. (Joe) Ott 237-6322
Contractor Logistic Support (CLS) Procurement for Repair/Replacement and New Requirements to Include Ship Supplies and Services, Class Maintenance Plan (CMP) IMAV's, Supplier Tech Rep Support, PRR/ECP Proposals, and Contract Closeouts.

Buyer
S. (Sheldon) Sullens 237-6324
Close Out Production Subcontracts, Repair and New Gearbox Contracts, Supplier Tech Rep Support and New PRR/ECP Proposals

Buyer
J. L. (Jim) Brown 237-6294
Contractor Logistics Support (CLS) Procurement and CLS Order Closeout

Associate Buyer
M. S. (Miriam) Stefanoff 237-6373
Contractor Logistics Support (CLS) Procurement

Buyer
K. W. (Ken) Petersen 237-6373
Contractor Logistics Support (CLS) Procurement

Associate Buyer
M. L. (Mike) Johansson 237-6324
Contractor Logistics Support (CLS) and New Propulsor Procurement

Associate Buyer
T. D. (Terry) Ziegler 237-6294
Material Status Report, Tab Run Maintenance for SPR and CLS Requirements and Purchase Contract Closeout, Data Base/Cost Maintenance

Procurement Manager – Outplant Rep
R. J. (Dick) Alba .... (305) 296-9066
Materiel Rep at Key West, Florida to Coordinate Local Procurement, Supplier Tech Support, Contract Transfers to Renton and Emergency Supplier Interface

Procurement Manager
E. E. (Ed) Haines 237-6319
Operational Spares Procurement, and Key West Materiel Backup Supervisor

Buyer
J. W. (John) Olden 237-6373
Operational Spares Procurement

Associate Buyer
R. C. (Dick) Springs 237-6373
Operational Spares Procurement

Buyer
J. W. (Jim) Siska 237-6373
Operational Spares Procurement

Associate Buyer
S. F. (Shelley) Merryfield 237-6373
Operational Spares Procurement

Associate Buyer
D. D. (Doug) Perry 237-6373
Coordinate Materiel/Product Support/Supplier Interface. Administer Designated Overhaul Point Contracts and Changes; and IMAV Buys and Repairs

Associate Buyer
J. A. (Jeff) Gochenour 237-6324
Operational Spares Procurement, DIW Desk, Manufacturing, Warranty, and Strut and Foil P.E. Support Procurement

BOEING COMMERCIAL AIRPLANE COMPANY
FABRICATION DIVISION
AUBURN, WASHINGTON

Director of Materiel
J. E. (John) Ingebretson 931-2280
P.O. Box 3707
Seattle, Washington 98124

Administrator
J. C. (John) Bowe 237-1313
Small Business Program
Minority Business Program

Raw Material – Metallics and Aviation Jet Fuel

Manager
J. J. (Jim) Dolan 931-2355

Buyer
G. L. (George) Maffeo 931-2141
Sparmill Extrusions – 757 and 767; Aircraft Fuel

Buyer
P. E. (Paul) Nolan 931-2338
Sparmill Extrusions – 707, 727, 737, 747; Skin Quality Sheet and Plate

Buyer Associate
E. A. (Augie) Greening 931-2874
Formed Section – BAC 1489 thru 1500 and BAC 1517, Aluminum Coil, BAC 1511 thru BAC 1513 Filler Shapes

Buyer
M. L. (Milan) Halverson 931-2219
Mill Finish Plate – All Alloys, BMS 5-69 Laminates, .010 through .025 2024 Alloy Sheet

Buyer
R. A. (Dick) Huvinen 931-2341
Wing Skins, Spar Webs, Splice Plates and New Alloy Development

Buyer Associate
C. G. (Cynthia) Buchanan 931-3198
Mill Finish Sheet – All Alloys, Perforated Sheet, Aluminum Shim Stock, Magnesium Sheet

Supervisor
K. J. (Kerm) Skylstad 931-2284
Raw Material – Miscellaneous Metallics and Non-Spar Aluminum Extrusions

Miscellaneous Metallics

Buyer
G. L. (George) Weymouth 931-2081
Metallic Ducting, Titanium and Steel Extrusions, Alloy Steel Rod, Bar and Tube

Buyer
H. M. (Howard) Olson 931-2340
Aluminum, Inconel, Copper Alloy and Misc. Rod and Bar, Titanium

Buyer Associate
T. R. (Terry) Chambers 931-3622
Titanium, Inconel, Corrosion Resistant Alloy Steel and Misc. Metallic Sheet and Plate

Buyer
E. P. (Ed) Leavitt 931-2604
Corrosion Resistant Steel Rod and Bar, Control Cable, Misc. Metallic Items

Buyer
R. A. (Dick) Calkins 931-2310
Aluminum, Corrosion Resistant Steel and Titanium Tubing

Non-Spar Aluminum Extrusions

Buyer
W. B. (Brian) Beeby 931-2676
BAC 1509, BAC 1505, BAC 1506, BAC 1507, BAC 1508, BAC 1515 and BAC 1519

Buyer Associate
R. (Dick) Aaron 931-3424
BAC 1510, BAC 1517, BAC 1518 and BAC 1520

Buyer Associate
L. A. (Larry) Burrill 931-3375
AND 10133 – AND 10141, BAC 1503 AND BAC 1504, BAC 1514 and Colotryn

Non-Metallic Raw Material

Manager
E. E. (Gene) Siefertson 931-2356

Buyer
R. A. (Dick) Eskridge 931-2277
Structural Graphite & Kevlar Prepregs

Buyer
H. A. (Herb) Fredenburg 931-2248
Tedlar/Laminates, Duct Covers 757/767/737; Thermoplastic Plastic Extrusions

Buyer
G. J. (Jerry) Gyes 931-2215
Carpet and Pad (747/767), Tedlar, Rigid, Semi-Rigid and Metal Vinyl, Decorative Vinyl Coated Fabrics, Rigid Melamine, BMS 8-86

Buyer
W. F. (Wilma) Greening 931-3337
Carpet and Pad (707/727/737/757), Vinyl Mats, Drapery All Models, Thread

Buyer
R. L. (Dick) Bennett 931-2344
Honeycomb Core, Tapes, Wire Marking Labels, Scotchcal, Safety Walk, I.D. Tape, Velcro Tape

Supervisor
Non-Metallics Raw Material
J. W. (Jack) Spence 931-2063

Buyer
C. J. (Jim) Gleason 931-2377
Adhesives, Coatings, Sealants, Compounds, Resins

Buyer
W. B. (Bill) Lee 931-3430
Metal Bond, Film Adhesives, Lubricants, Hydraulic Fluid, Polyimide, Fiberglass Prepregs, Interior Graphite Prepregs, Sheet Molding Compounds, Non-Structural Kevlar

Buyer Associate
C. (Carolyn) Toly 931-2197
Paints and Primers, Ink

Buyer Associate
J. L. (John) Fogelberg 931-2413
Cork, Braid, Cord, Twine, Rope, Duck, Rubber Coated Fabrics, Felt, Fiberglass and Non-Decorative Fabric, Webbing, Foam Sheet, Cargo Liner, BMS 8-2, 8-43, 8-100, 8-262, Photo Sensitive Aluminum

Buyer Associate
F. L. (Bud) Floyd 931-3508
Plexiglass, BMS 8-135, Wood, Misc. Plastics, Mylar, Phenolic, Nylon and Teflon Sheet, Bar and Tube

Buyer
G. D. (Gene) Wheeler 931-2353
Rubber Sheet, Tube, Strip Molded Shapes, BAC 1530 Seals, Tedlar Covered Seals, BAC 1521 Extrusions

Buyer Associate
C. S. (Conrad) Zavala 931-3284
10-60754 Series Rubber Seals, BMS Fabrics and Coverings, Stranded Matt, Elec. Sleeving, Floor Panel Material

Castings and Forgings/Outside Production

Manager
O. W. (Ollie) Stellfox 931-2507

Forgings

Buyers
S. A. (Sue) Hamilton 931-2032
J. A. (Jim) Hicker 931-2227
D. G. (Dale) Kline 931-2092
J. H. (John) Matsumoto 931-2228
W. A. (Bill) Schoonhoven 931-2115

Buyer Associates
C. J. (Craig) McHugh 931-3623
H. C. (Hank) Wagemans 931-3140

Forged Block and Purchased Equipment

Buyers
W. T. (Will) Bernard 931-2163
J. T. (John) Gilkey 931-3634

Supervisor
Castings, Outplant Extension, Sheltered Workshops, Outside Production, Outside Processing
A. T. (Tom) Spohn 931-2236

Castings

Buyers
K. D. (Ken) Antle 931-2093
P. F. (Peter) Paul 931-3352

Sheltered Workshops and Outside Processing

Buyer
G. A. (Al) Staples 931-4380

Outside Production

Buyers
M. A. (Gus) Gesell 931-2529
Machined Skins, Doublers, Spars, Channel Vents, Stiffeners, Ducts, Bellows, Major Machined Parts

D. A. (Dennis) Lastoka 931-3770
Light Plates, Shafts, Machined Parts, Honeycomb Core, Ducts, Plastics

E. E. (Gene) Ross 931-2071
Gears, Flanges, Housings, Slotted Entry Bearings, Wing Kitting Parts, Special Projects, Floor Panels, Major Machined Parts

D. R. (Bob) Worden 931-2293
Sheet Metal, Blankets, Weights, Tubes, Spacers, Machined Parts

BOEING COMMERCIAL AIRPLANE CO.
CONSTRUCTION MANAGEMENT
AUBURN, WASHINGTON

Director of Facilities
C. H. Tombarge 931-3246

Facilities Resource Manager
Small Business/Small Disadvantaged Administrator
D. R. (David) Stroup 931-3837

Contract Construction Management
Specialist Facilities Engineer
R. A. (Dick) Dickson 931-3714

BOEING MACHINE PRODUCTS, INC.
LEWIS B. WILSON AIRPORT
7979 N. E. INDUSTRIAL BLVD.
P. O. BOX 10248
MACON, GEORGIA 31297

Materiel Manager
M. T. (Marvin) Burkett .... (912) 781-3019
Buyer Supervisor – Outside Production
Robert Molnar .... (912) 781-3029

Buyer
Kenneth Segers .... (912) 781-3033
Raw Materials

Buyer
Wesley Davis .... (912) 781-3028
Forgings, Castings, Extrusions

Buyer
Jeff Sipe .... (912) 781-3027
Purchased Equipment

Buyer
Dennis Sapp .... (912) 781-3030
MRO

Buyer
Rick Wilcox .... (912) 781-3082
Outside Production

Buyer
Alice Gentry .... (912) 781-3026
Standards

BOEING COMMERCIAL AIRPLANE COMPANY
BFE/SPE PROCUREMENT MANAGEMENT
RENTON, WASHINGTON

Director
M. J. (Marty) Groseclose 394-3084
P.O. Box 3707
Seattle, Washington 98124

Manager, Procurement and BFE Administration
J. S. (John) Marchese 394-3087
All Programs

Chief Administrator
J. A. (Jim) Lambo 394-3092
All Models Galleys, Passenger Seats (Including associated hardware) and Custom Furniture

Administrator
D. E. (Doug) Kelly 394-3135
All Models Galleys and Equipment for: Jamco, Grimes, Socea, Carrier/KME and Sell

Administrator
H. F. (Howard) Steward 394-3178
All Models Galleys, Passenger Seats and Associated Equipment for: Weber, L.A. Rumbold, Ltd. and Nordskog

Administrator
R. D. (Roland) Takami 394-3179
All Model Galleys, Passenger Seats and Associated Equipment for: UOP, Henshall, and C.F. Taylor. All Military Procurement

Administrator
L. G. (Gay) Dawson 394-3138
All Model Passenger Seats and Associated Equipment for: Fairchild Burns, Aircraft Furnishings, Contour, Flight Equipment, Flying Services, Avioninteriors, Recaro, Sicma, Custom Products, Trans Aero, Socea Composites Unlimited, Koito and Tenryu

Administrator
D. L. (Don) Matthes 342-1478
Model 747/767 Technical Data and Procurement Coordination, Galley and Passenger Seats

Chief Administrator
R. L. (Dick) Ray 394-3088
All Model SPE Avionics, Model 727/737/757 BFE Avionics All Model Miscellaneous SPE/BFE Furnishings and Emergency Equipment

Administrator
H. C. (Harry) Alguard 394-3136
All Model BFE/SPE Avionics for: Bendix, Fairchild, Gables, Motorola, Sundstrand

Administrator
T. F. (Terry) Rugh 394-3372
All Model BFE/SPE Avionics for: Honeywell, Litton, Teledyne, Lockheed, King, Sperry, BFE/SPE Miscellaneous Suppliers

Administrator
G. L. (Gerry) Leeper 394-3137
All Model BFE/SPE Miscellaneous Furnishings. Model 727/737/757 Non-Traditional BFE. All Model BFE/SPE Avionics for Collins

BOEING COMMERCIAL AIRPLANE COMPANY
POWER PACK AND STRUT ORGANIZATION
THOMPSON SITE
SEATTLE, WASHINGTON 98124

Materiel Manager
R. W. (Dick) Blakeley 655-8057

Administrator
J. C. (John) Bowe 237-1313
Small Business Program
Small Disadvantaged Business Program

Major Outside Production

Manager
F. (Frank) Weber 655-0830

Contract Administrator
A. L. (Arnold) Jones 655-9480
737-300/757/767/E-6/747 GE 80C Primary Nozzle and Plug/Exhaust Systems

Buyer Associate
J. H. (John) Howard 655-4509
737-300/757/767/E-6/747 GE 80C Primary Nozzle and Plug/Exhaust Systems

Contract Administrator
R. J. (Rick) Mattern 655-9480
767 Engine Struts

Buyer
A. L. (Art) Shaw 655-9480
767 Engine Struts
POA Replacement Parts and Spares for 767 Engine Struts

Contract Administrator
B. E. (By) Wood 655-1003
737-300 Inlet, Fan Cowls and Extension Ring E-6 Inlet and Fan Cowl

Buyer Associate
M. A. (Mike) Kvietkus 655-4510
E-6 Inlet, Fan Cowl

Buyer Associate
G. J. (Gordy) Robinson 655-4510
737-300 Inlet, Fan Cowl and Extension Ring

Purchased Equipment/Purchased Outside Production

Group Supervisor
W. A. (Bill) Stipe 655-9346

Buyer
J. R. (Joel) Melin 655-4862

Buyer Associate
C. A. (Craig) Brooks 655-4862
767 Fuel Condition Actuator (PW), Engine Condition Control Motor Actuator (GE), 737-300, 757-200, 767 Thrust Reverser Actuation Systems; 757-200 Linear Variable Differential Transformer; 757-200 Cowl Door Opening Actuator; Solenoid Valve; Valve Module, Directional Control; 737-300 Cowl Door Opening Actuator

Lead Buyer
Dan O'Reilly 655-4505

Buyer
D. (Don) Jelliffe 655-4730

Buyer Associate
J. F. (Jan) Shea 655-4730
Fire Detection Systems, Engine Oil Pressure Actuated Switch Assy, Oil Pressure Switches, Oil Filter Switches, Oil Quantity Transmitters, Temp Bulb, Fuel Temp Transmitters N1 and N2 Tach. Transmitters, Accelerometers, Hold Open Rods, Auto Throttle Synchro, Fuel Flow Transmitter

Lead Buyer
E. E. (Ed) Heck 655-4862

Buyer Associate
B. J. (Bruce) Lind 655-4863

Buyer Associate
K. W. (Ken) Taylor 655-4862
Push Pull Cables, Vibration Isolation System, Oil Filters, Latches, Cowl Opening Systems, Product Support/Assurance, Warranty, Overhaul Agreements, EQA Coordination, Trouble Report Coordination, SDRL Coordination

Group Supervisor
C. W. (Charlie) Waldrop 655-6352

Lead Buyer
R. J. (Jim) Webber 655-4730

Buyer Associate
R. S. (Rory) Cates 655-4730
Cowl Thermal Anti-Ice Valves, IDGS Shutoff Valves, Nacelle Vent Valves, Engine Starters and Valves, Ejectors

Buyer Associate
S. J. (Steve) Miller 655-4730
IDGS Air/Oil Heat Exchangers; Fuel/Oil Heat Exchangers; Flexible Ducts Sections

Buyer
D. L. (Dwight) Copeland 655-4730
Fuel Control Box Assy's, Strut Drum Box Assy, Link Assy's, Collars, Crossbeams, Bolts, Bearing Housing, Core Bolts, Racks, Ring Covers, Gear Assy, Clevis Ends, Rod Ends, Forgings

Buyer
D. R. (Donn) Sorenson 655-4730
Engine Mounts, Pins, Retainers, Bar Assy's, Beam Assy's, Washers, Brackets, Manifold Assy's, Ducts, Springs Sleeves, Castings

Buyer
R. J. (Bob) Wiebush 655-4862

Buyer Associate
C. W. (Craig) Hilliker 655-4862
Bearings, Seals, Hoses, Hold Open Rods, Misc. Non-Metallic Parts, Couplings, Insulation Blankets, Injection Molded Parts, Disconnects, Clamp Blocks, Clamps and Gaskets

747/767 DIVISION MATERIEL AND PROGRAM PARTICIPANTS EVERETT, WASHINGTON

DIRECTOR OF MATERIEL AND PROGRAM PARTICIPANTS

A. G. (Art) Ponti 342-3191
P. O. Box 3707
Seattle, WA 98124

Administrator
J. C. (John) Bowe 237-1313
Small Business
Minority Business Program

747/767 PROGRAM PARTICIPANTS AND MAJOR OUTSIDE PRODUCTION

DIRECTOR OF PROGRAM PARTICIPANTS AND MAJOR OUTSIDE PRODUCTION
F. R. (Fred) Cerf 342-5773

747/767 Participants and Major Subcontractors – Europe

Manager
W. T. (Bill) Parish 342-3232

Operations Manager
M. V. (Mel) Gelbach 342-3644

Contract Administration

Contract Manager
G. A. (Jerry) Anderson 342-0779

Contract Administrator
G. F. (Gian) Colloca 342-0998
747: Main Landing Gear Doors, Rolls Royce Struts and Fairings, BAe, Shorts, Sonaca
767: Spares

Contract Administrator
S. E. (Steve) Pope 342-0989
767: Vertical Fins, Rudders, Trailing Edge Flaps, Aileron, Spoiler

Contract Administrator
W. S. (Scott) Henry 342-0768
767: Leading Edge Slats, Elevator, Wing Tip, Nose Radome

747/767 Participants and Major Subcontractors – Japan

Manager
J. W. (John) Kuller 342-4460
Operations Manager
D. M. (Du) Frank 342-4953

Contract Administration

Contract Manager
F. D. (Floyd) Taylor 342-4175

Contract Administrator
D. M. (Mike) Jamison 342-0299
767: MHI, Section 46, Panels, Standard Cargo Doors, Entry and Service Doors, Bulk Cargo Door, Dorsal Fin

Contract Administrator
J. V. (Jim) Kavanaugh 342-0188
747: SP Flaps, Rudders
767: FHI Wing-to-Body Fairings and Main Landing Gear Doors; KHI Section 43 Panels, Section 45 Large Cargo Panels, Wing Inspar Ribs, Door Panels, Emergency Exit Hatch

Contract Administrator
D. E. (Dave) Roush 342-0188
767: Spares

Major Outside Production

Manager
B. J. (Ben) Martin 342-5108

Contract Administration

Contract Manager
J. C. (John) Young 342-4499
Landing Gears; Section 48

Contract Administrator
A. T. (Tom) Hyde 342-2116
747: Landing Gears – CPC
767: Main Landing Gears – CPC, Nose Landing Gear – Menasco

Buyer Associate
C. D. (Craig) Branson 342-2116
747/767: Landing Gears – CPC/-Menasco

Contract Administrator
B. A. (Bruce) Mullikin 342-2115
747: Section 46 – Canadair, Landing Gear Spares – CPC
767: Section 48 – Canadair

Buyer
J. N. (John) Gilliams 342-2116
747: SP Section 46 – Canadair, Landing Gear Spares – CPC
767: Section 48 – Canadair

Contract Manager
R. C. (Ron) Wright 342-5505
747: Section 48 and Horizontal/-Vertical Stabilizer
767: Horizontal Stabilizer/Wing Stub 45 Lower

Contract Administrator
J. A. (Jack) Hoyt 342-4881
767: Wing Stub/45 Lower – Grumman

Contract Administrator
L. J. (Lew) Tremaine 342-4881
747: Section 48 and Horizontal/-Vertical Stabilizer – Vought
767: Horizontal Stabilizer – Vought

Buyer Associate
B. A. (Bruce) Fingarson 342-4881
747: Body Section 48 and Vertical/-Horizontal Stabilizer – Vought
767: Horizontal Stabilizer – Vought

Change Administrator
L. J. (Larry) Kaleiwahea 342-4881
767: Wing Stub/45 Lower – Grumman

Contract Manager
K. J. (Ken) Reilly 342-2927
747: Fairchild, Rockwell, Rohr

Contract Administrator
B. J. (Bill) Wallace 342-0640
Fairchild

Contract Administrator
D. M. (Della) Kenney 342-3857
Rockwell

Buyer Associate
A. (Angie) Gutierrez 342-1423
Rockwell Loose Parts and Spares, Fairchild Spares

Senior Contract Administrator
A. R. (Roger) Simonson 342-0256
Rohr

Contract Administrator
D. A. (Darlene) Ross 342-5390
Rohr, Northrop, Fairchild, Rockwell – Product Support

Buyer Associate
J. G. (Jim) England 342-4826
Rohr, Northrop, Fairchild, Rockwell – Change Activity

Buyer Associate
C. M. (Cindy) Healow 342-1185
Rohr

Contract Manager
B. P. (Brian) O'Leary 342-2865
747: Northrop

Senior Contract Administrator
W. H. (Bill) Dickey 342-2367
Northrop

Contract Administrator
J. S. (Jim) Hemmen 342-4796
Northrop – Anaheim, Ventura

Buyer Associate
T. D. (Trina) Luce 342-1384
Northrop – Spares, POAs, Rotating Tools, Mod Programs, Loose Parts, Rejection Tags

Operations

Manager
P. A. (Pete) Ekrem 342-5626

Supervisor
L. S. (Lew) Jones 342-1308
Interface Planning and Control

Interface Representative
M. L. (Max) Allen 342-2177
Northrop, Fairchild

Interface Representative
B. L. (Bill) Critzer 342-2177
Rohr, Menasco, Rockwell, Vought

Interface Representative
B. G. (Bill) Poulos 342-0852
Cleveland Pneumatic, Grumman, Canadair

Interface Representative
T. (Torben) Ferslov-Jensen 342-4658
CAD/CAM

747/767 PROCUREMENT

ASSISTANT DIRECTOR OF PROCUREMENT
J. C. (John) Powers 342-4358

Purchased Outside Production Interiors and Standards

Procurement Manager
G. R. (Gary) Clanton 342-8790

Group Supervisor
J. L. (Jim) Rumpakis 342-5632

Buyer
O. B. (Orest) Palaniuk 342-1125
Evacuation Slides, Thrusters, Packboards, Hoses, Evacuation Slide Repack Program, Inflation Systems, Slide Rafts, Miscellaneous Brackets, Valves

Buyer
G. S. (Gary) Dove 342-3166
Fabric Covered Aerodynamic Silicone Seals, Ducts (Lavatory and Galley Ventilation), Pressure and Vapor Flexible Bellows, Miscellaneous Silicone Parts, End Caps, Closure Panels, Magazine Racks, Escutcheons, Pads, Spacers, Tedlar Sheets, Polycarbonate Sheets

Buyer Associate
E. R. (Elizabeth) Lange 342-5856
Lavatory Modules, Fire Extinguishers, Water Faucets, Shut-Off Valves

Buyer Associate
P. M. (Pat) McAbee 342-3204
Blocks, Seals, Straps, Tapestry, Tedlar/Color Sensitive Seals, End Curtains, Grommets, Gaskets, Torque Tubes, Boeing Design Part Number Peculiar Spare Seals, Cibachrome Prints, Static Dischargers

Buyer
D. A. (Dale) Nagel 342-4941
Oxygen Modules, Stowage Bin Doors, Compression Molded Parts, Video Shroud Assemblies, Insulated Cargo Nets, Interior Injection Molded Parts, Window Modules

Buyer
M. A. (Michele) Fette 342-1375
Crew Seats, Restraint Systems, Outer Panes, Track Assemblies, Attendant Seats, Prisms, Observer Seats, Mock-up and Lighted Cab Requirements, SPE Fabric, Pads, Padded Panels, Cover Assemblies

Buyer
D. M. (Don) Coury 342-2870
PSUs, Radomes, Window Shades, Dust Cover, Oxygen Face Panel, PSU Face Panels, PSU Gaspers, Temperature Sensor Panel Assembly, Stand Off Assembly, Seal Support Assembly, Bearing Pad, Lavatory Occupied Sign Assembly, Lights, Meeting Plate, Cover Assembly, Anti-skid Cup

Group Supervisor
E. D. (Don) Biersner 342-0215

Buyer
P. M. (Pete) Castner 342-1808
APU Turbine Exhaust Ducts, Bellows, Blankets, Clamps, Attendant and Observer Seats Dividers, Fifth Engine Carriage Kits, Insulation, Latches, Landing Light Lens, Supplier Furnished Interior Equipment, EAP Airplane Modification and Warranty, Mirrors, Pulleys, SP Coat Rack Assemblies, Tie-downs, Tie Rod and Bellows, Polycarb Vacuum Forming, Cibachrome Prints

Buyer
R. F. (Bob) Harrison 342-5113
Gaskets, Seals, Blocks, Hoses (Hydraulic, Water, Oxygen, Drain), APU Fuel Lines, Asbestos Offload, Molded Rubber Parts, Conduits

Buyer
R. W. (Dick) Hawkins 342-3537
Lavatories, Toilet Tanks, Bullet Resistant Material, Crew Seats and Tracks, U7 Lavatory Hardware, L/L Galley Service Centers, L/L Elevators, Nets

Buyer
R. I. (Dick) Passey 342-5112
Evacuation Slides, Inflation Systems, Thrusters, Pressure Vessels, Slide Rafts, Survival Kits, Descent Devices, Alternate Cartridge, Zipper Panels

Buyer
J. W. (John) Potter 342-2485
Bassinets, Crash Pads, Cabin Control Shades, Cap Covers, Injection Molded Plastic Parts, Light Plates, Dust Covers, Polycarb, Panel Assemblies, Radomes, Splice Plates, Stow Bin Details (Overhead), Window Shades (Aluminum), Foam Ducts, Insulation, Placards, Windscreens, Packboards

Buyer
T. M. (Mark) Uno 342-3538
PSU, PSU Doors, Panels, Shells, Reading Lights, Window Reveals, Oxygen Manifolds, Passenger Oxygen Masks, End Caps, Gasper Air Outlets

Group Supervisor
E. G. (Spike) Beals 342-0220

Buyer
J. E. (Joan) Beatty 342-3202
Boxes, Coaxial Cable, Evacuation Alarms, Bulbs, Light Assemblies, Transformers, Wire

Buyer
D. A. (Don) Bus 342-8793
Bolts, Rivets, Washers

Buyer
J. C. (Jim) Hill 342-3201
Electrical Connectors, Indicator Lights, Cable Clamps, Resistors, Capacitors, Diodes, Transistors, Fuses, Jacks, Heater Tapes

Buyer
G. P. (Gary) Locke 342-4581
Steel Hi-Lok Bolts and Collars, BACB30 Bolts

Buyer Associate
C. J. (Craig) Kramer 342-0631
Latches, O-Rings, Hinges, Seals, Seat Belts, Shoulder Harnesses, Hydraulic Swivels, Static Dischargers, Lavatory Components, Adapters, Hydraulic Fittings, Nuts, Weld Fittings, Repair Fittings, Titanium Ducts, Hand-Held Fire Extinguishers, Vendor Part Numbers

Buyer Associate
R. Q. (Rosemary) Mardesich 342-1124
Bolts, Bushings, Eyebolts, Spacers, Screws, Titanium Torque Set Bolts, O-Rings, Grommets, Packing, Turnbuckles, Pins

Buyer
G. D. (Dave) Neely 342-3460
Collars, Titanium and Titanium Hi-Lok Bolts, Boeing of Canada-Arnprior-Winnipeg, Titanium Straight Shank Bolts, Titanium Taper Lok Bolts, Riv-Bolts

Buyer
H. G. (Harry) Patton 342-0424
Nuts, Sleeves, Water Fittings, Clamps, Inserts, Shockmounts, Tie Straps, Knobs, Springs, Plates, Plugs

Buyer Associate
T. J. (Tim) Reiterman 342-0425
Couplings, Decals, Ferrules, Flexible Ducts, Flanges, Hoses, Nuts, Restrictors (Fuel System), Seals, Pulleys, Valves, Quick Disconnects, Bearings, Bushings

Buyer Associate
L. M. (Linda) Speer 342-3200
Connectors, Contacts, Switches, Relay Sockets, Terminals

Buyer
G. B. (George) Scarrah 342-4207
Circuit Breakers, Splices, Connectors, Bus Bars, Jumpers, Relays, Sleeves

Buyer
T. J. (Ted) Kluzek 342-5168
Latches, Panels, Retainers, Rods, Rod Assemblies, Seals, Studs, Tubes, Springs, Zippers, Bolts, Steel Lockbolts, Collars, Inserts

Purchased Outside Production Machined Parts and Assemblies

Procurement Manager
E. R. (Ed) Kelly 342-4993

Group Supervisor
D. F. (Fred) Coffield 342-4599
Major Machined Parts

Buyer
W. B. (Bill) Andrews 342-3453
Chem-Milling, Floor Beams, Plenum Supports, Quadrants, Braces and Supports, Fittings, Crank Assembly, Door Handle Assemblies, General Machining

Buyer
L. R. (Lloyd) Bath 342-1526
Aileron Actuator Links, Beam Assemblies, Girt Bar Assemblies, Heat Exchangers, Instrument Panels, Machined Castings, Machined Extrusions, Machined Titanium/Aluminum, Steel Fittings, External Splice Plates, Tomahawks, Links, Cranks, Bearing Housings, Machined Splice Fittings, Column Assemblies, Bulkhead Assemblies, Tension Fittings, Stowage Bin Handle Assemblies and Latch and Hinge Assemblies

Buyer Associate
D. E. (Dave) Cramer 342-4236
Cargo Handling System Components, Mechanical Assemblies, Machined Fittings

Buyer
H. B. (Bruno) Gottschau 342-0616
Machined Parts, Boost Pump Housing, Balance Weights, Stiffeners

Buyer
J. B. (Jim) Macke 342-3575
MLG Drag Struts, NLG Drag Struts, Drag Strut Details, Engine Side Load Fittings, Wing Fitting Assemblies, Miscellaneous Machined Fittings, Center Stowage Bin Latches

Buyer
R. N. (Rich) Aijala 342-3400
747: Cargo System P.D.U.'s, Actuators, Cart Elevator Upper Deck, Lower Lobe Cargo System, Miscellaneous Machined Parts, Bogie Assemblies
767: Stoplock Assemblies, Ball Panels, Miscellaneous Machined Parts

Buyer
M. (Mitch) Ajifu 342-1527
Forgings, Machined Forgings, POP Forged Blocks, Extrusions, Aluminum and Titanium Extrusions, Nacelle Fittings, Flame Arrestor, APU Exhaust Duct

Buyer
G. J. (Gordon) Healey 342-2866
Wing Trailing Edge Structures, Israeli Contracting Coordination, Chords, Cam Box Assembly, Side Load Fittings, Intercostals, Trunnion Assembly, Quadrant Assembly, Summing Assembly, Fitting Assembly, Miscellaneous Machined Parts

Buyer
M. A. (Mark) Lindgren 342-5839
Bogies, Machined Fittings, Engine Mounts, Nacelle Fittings, Machined Assemblies, Ribs, Landing Gear Bulkhead Fittings, Uplocks, Link and Yoke Assemblies, Miscellaneous Machined Parts, Hinge and Bellcrank Assemblies, Side Strut Fittings, Quadrant Assemblies, 747/767 Passenger Windows

Buyer
G. E. (Gregg) Porter 342-5880
747/767 Canoe Fairings, Longeron Fittings, Inner Sleeve Assembly, Inspar Wing Ribs, Thrust Reverser Plug

Buyer
P. M. (Pierre) Schroyens 342-3864
PE Castings, 747/767 POP Castings, POP Machined Castings, Fuel Access Doors, Cascades, Miscellaneous Extrusions

Buyer
T. F. (Tom) Street 342-5941
747/767 Transparencies: #1 Cab Windshield, #2 Sliding Window, #3 Cab Window; Landing Light Lenses, Camera Window, Window Seals

Group Supervisor
G. L. (Jerry) Anderson 342-2146
Minor Machined Parts

Buyer
S. F. (Sam) Howard 342-4634
Louvers, Trunnion Fittings, Bulkhead Assemblies, Stiffeners, Support Beams, Support Assemblies, Fittings, Decompression Cages, Brackets, Washers, Door Handles, Strainers, Back Plates, Torque Tubes, Hinge Assemblies, Arm Assemblies, Quadrants, Miscellaneous Machined Parts

Buyer Associate
R. T. (Dick) Kelly 342-2817
Rudder Power Controls, Quadrants, Trunnion Fittings, Spring Tube Assemblies, Roller Supports, Fittings, Lateral Guide Assemblies, Cam Box Assemblies

Buyer
L. A. (Lonnie) Wehr 342-9462
General Machining, Shafts, Torque Tubes, Quadrants, Retractor Assemblies, Bushings, Clips, Springs and Tooling Offload Support

Buyer
C. H. (Clyde) Feller 342-4400
Cables, Washers, Offloads, Bushings, Frames, Fittings - Extruded, On-Board Loader Equipment, Miscellaneous Machined Parts

Buyer
H. A. (Hal) Gunn, Jr. 342-8783
General Machining: Rib Posts, Straps, Supports, Angles, Brackets, Splice Plates, Stowage Bin Frame Assembly, Fittings, Girt Bar Assembly, Spring Assembly

Buyer
G. V. (Pat) Henry, Jr. 342-8596
General Machining: Fittings, Covers, Cranks, Interior Hardware, Lever Assemblies, Stop and Lock Assemblies, Clips, Stiffeners

Buyer
C. R. (Bob) Loftis 342-3745
APU Support Assemblies, Pneumatic Duct Supports, Ceiling Support Tubes, Dual Path Rod Assemblies, Life Raft Compartment Rods, Nacelle Strut Link Assemblies, Rod Assemblies, Steel Struts - Tanker, Swaged Control Rod Assemblies, Core Panels, Slat Tracks, Spindles, Splice Fittings

Buyer
E. L. (Ed) Metcalf 342-3372
Tubular Parts, General Machining, Galley Tension Tie Assembly, Push Rods - Doors, Swaged Control Rod Assemblies, Dual Path Control Rod Assemblies, Strut Assemblies, Flight Control Arm Assembly, Turnbuckles, Clevises, Braces, Landing Gear Door Rods, Cable Assembly - Escape Door, Pilot/Co-Pilot Control Columns, Rudder/Brake Pedal Assemblies

Buyer Associate
D. J. (Dean) Michelson 342-3352
Core Panels, Cover Assemblies, Fittings, Hinges, Shims, Splice Fittings, Splice Plates, Straps, Stringers, Supports, Trunnion Assemblies, Turnings, Castings, Spars, Tie-downs, Stiffeners

Buyer
T. M. (Tim) Monahan 342-8437
General Machining: Fitting Assemblies, Shear Ties, Stiffeners, Torque Tubes, Quadrants, Spring Tube Assembly, Stanchions, Minor Assemblies

Buyer
W. M. (Bill) Parker 342-3768
General Machining, Minor Assemblies, Friction/Anti-Friction Bearings and Rod Ends, Electrical Power Panel Enclosures

Buyer
M. B. (Marty) Tucker 342-3668
Sheet Metal Details, Ducting, Parts Machined from Extrusion, General Machining, APU Door Struts; Formed Parts: Straps, Angles, Splice Plates, Clips, Frames, Brackets, Fittings, Latches, Bellows

Buyer
G. A. (Jerry) Ubigau 342-8679
Special Fasteners, Fuse Pins/Bolts, Slide Blocks, Studs, Screws, Wing Bolts, Tray Assemblies, Bolts Inconel, Gimbals, Machined Fittings, Nuts

Purchased Equipment

Procurement Manager
J. D. (Jerry) Milligan 342-4387

Group Supervisor
W. G. Swanson 342-0241
Flight Management Systems and Flight Deck

Buyer
R. B. (Dick) Christie 342-1152
747: Autothrottle System, Bendix Autothrottle
767: Engine Indicating and Crew Alerting Systems (EICAS), Electronic Flight Instrument Systems (EFIS)

Buyer
D. (Dan) Leonard 342-2471
747: Vertical Speed Indicator, Instantaneous Vertical Velocity Indicator, Flight Mode Annunciator, Horizontal Situation Indicator, Pictorial Indicator, CIW, Radio Magnetic Indicator, Radio Direction Distance Measuring Indicator, Attitude Director Indicator, Dual Digital Numeric Indicator, Laser Unit, Antenna Loop, Error Corrector, Airspeed Switch, Altitude Switch, Surface Position Indicator, Flap Position Indicator, DME, Dual Indicator, Pilots Performance System, Performance Management Systems, Stall Warning Computer, Altitude Alert Computer
767: Airspeed Switch, Stabilizer Trim Module

Buyer
H. E. (Hal) Cone 342-4457
767: Flight Management Computers

Buyer
C. J. (Carmen) Camelon 342-8811
767: Thrust Management Systems (TMS)

Buyer
N. F. (Nik) Novak 342-1717
747: Digital Air Data Computer, Inertial Navigation Systems
767: Inertial Reference Systems (IRS), Air Data Computers (ADC)

Buyer
R. L. (Robin) Ritchie 342-3484
747: Update Program, Digital Avionics Update, Synchro Resolver Control Transmitter, PMUX
767: Autopilot Flight Director System, Autoland Status Annunciator, Radio Distance Magnetic Indicator, Single Mode Switch Guard

Buyer
S. P. (Steve) Parrick 342-1718
747: Autopilot Flight Director System, Altitude Heading Sensing Unit, Magnetic Heading Reference System, Area Navigation, Weather Radar 708, Autoland Improvement, APU Battery Heat Monitor, DFDR Accelerometer, Flap Position Reference Unit, Ground Proximity Warning Computer, Over-rotation Computer System, Rudder Ratio Comparator, Thermal Switches, Truck Steering ECU, Yaw Damper Accelerometer, TAT/EPRL System, Card Reader Unit, Single Axis Rate Gyro, Propulsion Data Multiplexer Unit
767: APU Battery Heat Monitor, Ground Proximity Warning Computer

Buyer
L. A. (Larry) Sparks 342-0335
747: ADF Loop Antenna, ADF Sense Antenna Coupler, Cockpit Speaker, Drive Bellows Assembly/Coupler, Laser Unit/Couplers, Waveguides, Audio Select Panels
767: Communication/Navigation/-Advisory: Weather Radar System, RA Transceiver, RA Indicator, ILS Receiver, DME Interrogator, ADF Receiver, ADF Antenna, VOR Receiver, ATC Transponder, HF Communication System; Antennas: LRRA, UHF, L-Band, VOR, Marker Beacon, Localizer, Glide slope

Buyer
G. M. (Gerry) Schackman 342-8326
747: Standby Instruments: Altimeter, Airspeed; Air Data Instruments: Mach Airspeed, Altimeter; Hydraulic Brake Pressure Indicator, Pressure Indicator
767: Standby Instruments: Altimeter, Airspeed; Position Indicators: Flap, Rudder Trim, Integrated Compartment Temperature Indicator, Standby Engine Indicator, Fuel Quantity Indicator, APU Hourmeter; Air Data Instruments: Mach Airspeed, Altimeter, Vertical Speed; Taxi Speed Indicator, Oxygen Pressure Indicator, Hydraulic Brake Pressure Indicator, Compass, Cabin Pressure Sensor, Cabin Pressure Indicator, TAS/SAT Indicator, Water Quantity Indicator

Buyer
S. J. (Saundra) Cope 342-8326
747: Meter Movement Indicator, Flap Position Indicator, Engine Breather Pressure Indicator, APU Ammeter, Oil Pressure Indicator, CSD/RP Indicator, CSD/Oil Temperature Indicator, ACM Indicator, Fuel Pressure Indicator, N1/N2/N3 Tach Indicators, EGT Indicator, EPR Indicator, Oil Quantity Indicator, Rate of Climb Indicator, Differential Pressure Indicator, Hydraulic Quantity Indicator, Fuel Flow Indicator, Vertical Speed Indicator, Electric Altimeter, SAT/TAS/TAT Indicators, Electric Airspeed Indicator, Compass, Speed Switch

Group Supervisor
R. R. (Bob) Ayres 342-3245
Pneumatic/Mechanical Control Systems

Buyer
F. G. (Fred) Calahan 342-5789
747: APU Fault Isolation Module Valve, Air Flow Sensor, Leading Edge Flap Drive, Nose Cargo Door Actuator, APU Signal Conditioner, Torque Brakes, Trailing Edge Actuator, 8 Inch Isolation Valve, Air Check Valve, High Stage Bleed Valve and Control, Fan Air Valve, Fan Air Reverser System, Starter and Valve, Engine Air and Temperature Control Valve
767: Vacuum Toilet

Buyer
J. A. (John) Morrison 342-2843
747: Auxiliary Power Unit
767: Auxiliary Power Unit, Fuel Quantity Indicating System, Fuel Boost Pumps, Override Pump, APU Electronic Controller, Fuel Shut-Off Valve, Isolation (Air) Check Valve, APU Door Actuator

Buyer
K. S. (Ken) Graham 342-5684
747: Fuel Jettison Override Pump, Air Driven Pump, Coaxial Control Shaker, Anti-Skid Valve and Modules; Fuel Flow Indicating Components: Engine Transmitter, Engine Indicator, Electronic Box; Boost Pump Assembly: Valve Assembly, Reservoir, Manifold, Motor Impeller, Pump Housing
767: Pressure Gauge Dial Indicator, APU Boost Pump, Fuel Level Sensor System, Avionic Cooling Refrigeration Unit, Electrical/Electronic Cooling Fan, Galley Air Chiller, Ram Air Turbine Ground Checkout Module and Tachometer Indicator

Buyer
R. L. (Dick) Paulson 342-2862
747: Hydraulic Pressure Module, Hydraulic Selector Valve, Hydraulic Restrictor Valve, Potable Water Preselect System, Fill Control Valve
767: Waste Tank, Fuel Measuring Sticks, Drain Valve and Cap Assembly for Potable Water System, Sensor and Nipple for Waste Tank Level Detector, Ground Connector; Hydraulic Valves: Reservoir, MLG Brake Select, Solenoid, Rapid Relief, Shut-off

Buyer
R. E. (Ron) Brown 342-1712
767: Seal Assembly Bellows, BITE Module, Fan Air Temperature Sensor and Valve, High Pressure Shut-off Valve and Controller, Bellows and Duct Insulation Blankets, Engine Precooler, Pressure Regulator and Shut-off Valve, Processor and Sensor, Low Flow Detector, APU Fuel Shroud, Air Compressor; Valves: Fan Air, Cargo Heating, Wing Thermal Anti-Ice, Isolation, APU Bleed Shut-off, Check, Air Shut-off, 3-Way, Skin Flush, Fuel Float, Fuel Adapter, Fuel Pressure, and Check

Buyer
T. C. (Tom) Davis 342-5904

Buyer Associate
S. J. (Steve) Capeloto 342-2791
747: CSD Oil Cooler, Engine Precooler, Precooler Temperature Control, Radio Warning Beacon, Window Heat Control, Recirculating Fan, Ozone Converter, Air Cycle Machine, Cabin Pressure Selector Panel and Controller, Compressor Over Temperature Switch, Engine Pressure Ratio Transmitter, Fan Diffuser and Inlet Housing, Heat Exchanger, Main Engine Starter and Valve, N1 Tachometer Transmitter, Pack Discharge Temperature Sensor, Pack Temperature Controller, Ram Air Actuator, System Test Module, Temperature Sensor and Control, Water Separator, Zone Duct Over Temperature Switch and Temperature Sensor, Zone Temperature Selector Sensor and Controller; Valves: High Stage Bleed and Control, Pylon, Zone Trim Air, Bypass Check, Turbine Bypass, Flow Control, Trim Air Regulating and Shut-off, Pressure Relief, Outflow
767: Air Conditioning System, Cabin Pressure Control System, Vacuum Blower and Check Valve, APU Check Valve, Cockpit Air Cleaner, Bulk Cargo Fan, Recirculating Fan, Ozone Converter; Electrical/Electronic Cooling System: Check Valves, 8 Inch Temperature Control and Sensor, Modulating Valve

Buyer
D. S. (Don) Armes 342-2818
747: Fuel Control Cable Assemblies and Receptacle Assemblies; Cables: Engine, Throttle, Potable Water, Nose Cargo Door Escape Handle, Engine Interlock, Toilet Drain
767: Latch Actuator, APU Fuel Connector, Boost Pump Gasket; Rain Repellent: Check, Shut-off, Solenoid Valves; Fuel Valves: Sump Drain, Flapper, Check

Buyer
C. C. (Cary) Clark 342-5684
747: Fuel Quantity Indicating System, Brake Metering Valve, Off-wing Escape Cable
767: Latch Pin Control Assembly, Gas Springs for Stowage Bin and Outboard Stowage, Slide Cable, Toilet Gasket Heater, Turbine Exhaust Duct Clamp Assembly; Windshield Wiper Components: Motor Converter, Arm Assembly, Blade Assembly, Lift Block Assembly, Switch Assembly, Gasket; Oxygen System Components: Cylinders, Generators, Mask (Crew Cabin), Containers, Regulators

Group Supervisor
J. S. (Sam) Sherwood 342-2707
747/767: Mechanical/Electrical

Buyer
M. R. (Mark) Brenaman 342-5804
747: Constant Speed Drives (CSD), Integrated Drive Generators (IDG), Load Controllers, Quick Attach-Detach (QAD), Generators, Bus Power Control Units (BPCU), Generator Control Units (GCU), Current Transformers, External Power

Protectors (EPP), Static Inverters, Circuit Breakers, Contactors, Electric Load Control Units (ELCU)

Buyer
P. C. (Paul) DiBianco 342-4863
767: Cargo Door Hinge Rotary Actuators, Cargo Door Hinge and Lift/-Latch Power Units, Ram Air Turbine Electric Motors, Cargo Power Drive Units, Large Forward Cargo Door Latch and Rotary Actuators, Lateral Trim Actuators

Buyer
D. P. (Dave) Fette 342-5719
747: Tire Pressure Gauges, Sampling Valves, Brake Temperature Sensors, Indicator and Compensators, Weather Radar Waveguide, Angle of Attack; Antennas: Marker Beacon, RA, VHF Communicator, Localizer, Glideslope, L-Band
767: Window Heat Controllers, Tire Pressure Gauges

Buyer
G. F. (Jerry) Reilly 342-2254
747: Antiskid and Autobrake Control Units, Transducer/Motor Assemblies, Transducer Assemblies, Hydraulic Hand Pumps, Valve Assemblies, Weight and Balance System
767: Antiskid/Autobrake Control Units, Antiskid Valve Modules, Transducer/Motor Assemblies, Electrical Load Control Units

Buyer
G. D. (Geoff) Waine 342-5523
747: Tires – Main and Nose Wheel, Wheel and Tire Assemblies, Main Wheel Brakes
767: Main and Nose Gear Wheels and Tires, Main and Nose Gear Brakes

Buyer
J. L. (Jack) Nystrom 342-2633
747: Shut-off Valve, Landing Gear Proximity Switches, Reverse Brake Selector Valve, Parking Brake Shut-off Valve and Module
767: Hydraulic Gate Valve, 2- and 3-Way Hydraulic Shut-off Valve, Hydraulic Temperature Transmitter, Hydraulic Reservoir Sampling Valve; Hydraulic Quantity Monitor System: Indicator, Monitor Unit, Transmitters; Integrated Drive Generators (IDG), Auxiliary Generators, Quick Attach-Detach Couplings (QAD), Generator Control Units (GCU), Bus Power Control Units (BPCU), Current Transformer Assemblies

Buyer
N. J. (Neil) Murphy 342-1487

Buyer Associate
D. F. (Don) Emily 342-4295
747: APU Boost Pump, APU Pump Housing, AVM System, Buffer Amplifier, Electronic Clock, Fuel Scavenge Pump, Standby Altimeter Indicator, Total Air Temperature Probe/Pitot Static Probe Transducer, Windshield Washer Pump; Humidifiers; Cabin Pneumatic Instruments: Altimeter, Differential Pressure, Airspeed
767: Annunciator Light Indicator, AVM System, Electronic Clock, R. A. Transceiver, Standby Attitude Indicator/Gyro; Air Data Sensors: Angle of Attack, Pitot Static Probe, Total Air Temperature Probe, Ice Detector, Transducer

Buyer
D. G. (Dave) Lewis 342-4937
767: Batteries, Battery Charger, Proximity Switches, Proximity Switch Electronic Unit, Transformer – Rectifier

Group Supervisor
N. M. (Nick) Gorohoff 342-4592
Hydraulic/Mechanical Systems

Buyer
D. W. (Dan) Cassidy 342-1632
747: Inboard and Outboard Elevator Power Control Units, Landing Gear Retract Actuators, Third Channel Autopilot
767: Accumulators, Directional Autopilot Servo Actuator, Elevator Autopilot Servo Actuator, High Pressure Filter Screen, Lateral Central Control Actuator, Nose Gear Transfer Cylinder, Transfer Cylinder; Power Control Actuators: Rudder, Elevator, Inboard Aileron, Outboard Aileron

Buyer Associate
C. C. (Cecil) Krone 342-1110
747: Trailing Edge Flap Drive Transmission, Flap Power Pack Actuator, Elevator Feel Module, Elevator Centering Unit, Nose Gear Steering Actuator, Autobrake Actuator, Latch Release Mechanism, Pneumatic Motor; Engine: Anti-Ice Valve, Fuel Control, Mixing Box
767: Shuttle Valve Modules, Ground Service Module, Coat Rack Mechanism, Autobrake Module, Anti-Skid Module

Buyer
B. W. (Bruce) Garden 342-4611
767: Air Driven Pump, Elevator Feel Computer, Elevator Force Feel Actuator, Exhaust Duct (ADP), Inboard Leading Edge Slat and Stabilizer Trim Hydraulic Motor, Inboard/Outboard Spoiler PCA, Main Gear Door Sequence and Safety Valve, Muffler (ADP), Nose Gear Steering Metering Valve Module, Outboard Leading Edge Slat and Trailing Edge Flap Hydraulic Motor, P/C Card Control Logic (ADP), Pressure Ratio Change Servo Actuator, Stabilizer Trim Control Module, Yaw Damper Servo, Stabilizer Trim Hydraulic Brake Tension Regulator

Buyer
J. C. (Jack) Masterson 342-5297
767: Stabilizer Trim Ballscrew Assembly; Actuators: Leading Edge Slat Drive Rotary, Leading Edge Krueger Seal Rotary, Ram Air Turbine; Gearboxes: Trailing Edge Flap Drive Offset, Tee, Angle; Trailing Edge Flap Drive Power Drive Unit; Leading Edge Slat Drive Offset, Angle; Leading Edge Slat Drive Power Drive Unit

Buyer
S. E. (Steve) Miller 342-5249
747: Autobrake Module, Body Gear Steering Module, Elevator Feel Computer, Stabilizer Brake Assembly, Stabilizer Trim Module, 3 Channel Autopilot (Lateral); Actuators: Body Gear Steering, Body Gear Door, Nose Gear Door, Wing Gear Door; Power Control Units: Inboard and Outboard Aileron and Spoiler, Rollout Guidance, Rudder Central Lateral Control; Pumps: AC Motor, Engine Driven

Buyer Associate
J. C. (Jim) Mitchell 342-5158
747: Auto Throttle Gearbox, Interlock Actuator, Swivels, Couplings, Jettison Valve, Hydraulic Valve Assembly, Water Valve Assembly; Motor Operated Gate Valve: Valve Body, Adapter Shaft, Actuator
767: Filter Assembly, Ground Crew Horn, Check Valve, Check Valve Module, In-line Priority Valve, Thrust Reverser Isolation Valve Module, Reservoir Selector Valve Assembly, Dry Snubber, Inlet Filter, Hydraulic Disconnects, Swivel Joint Assembly, Hose Sub Assembly, Couplings; Hose Assembly: Case Drain EDP and Pressure EDP

Buyer
W. G. (Bill) Campbell 342-5497
747: Cargo Door Rotary Mechanical Actuator, Cargo Door Power Unit, Emergency Door Rotary Actuator, Latch Actuator, Cam Actuator, Flight Lock Actuator, Pneumatic Shut-off Valves, Anti-Ice Valve, CSD Oil Cooler, Sequence Downlock Valve, Sequence Uplock Valve, Reservoir Pressure Module, Lateral Trim Actuator, Fuel Shut-off Actuator, APU Inlet Door Actuator, Trailing Edge Inboard Flap Drive Angle Gearboxes, Trailing Edge Outboard Flap Drive Angle Gear boxes, Automatic Speed Brake Actuator
767: Flex Duct Assembly, Main Gear Sequence Valve; Actuators: Rudder Trim, Auto Speed Brake, Alternate Landing Gear, Passenger Door Electric Motor

Buyer
S. G (Gordon) Tuttle, Jr. 342-5630
747: Nose Wheel Steering Valve, Nose Wheel Sequence Valve, Door Safety Valve, By-Pass Valves, Door Sequence Valves, SP Rudder Actuator, BGTA Actuator, Uplock Actuator, WGTP Actuator, Wing and Body Gear Downlock Actuator
767: Brake Metering Valve; Nose Gear: Selector Valve, Retract Actuator, Lock Actuator, Steering Actuator; Main Gear: Door Actuator, Latch Actuator, Lockout Actuator, Retractor Actuator; Truck Positioner Actuator, Side Brace Actuator, Autobrake Despin Actuator, Drag Brace Actuator

Buyer
P. H. (Paul) Veliinga 342-1259
747: Leading Edge Flap Rotary Actuator, Differential/Shaft Valve Assemblies, Outboard Aileron Lockout Actuator, Linear Flap Load Relief Actuator
767: AC Motor Driven Hydraulic Pump, Engine Driven Hydraulic Pump, Electrohydraulic Servo Valves, Autobrake Valve Module, Outboard Aileron Lockout Actuator, Linear Flap Load Relief Actuator

Group Supervisor
W. G. (Warren) Herzog 342-5566
Electro-Mechanical Equipment and Lighting

Buyer
J. F. (Fred) Beck 342-1588
747: Ceiling Lights, Lighted Lavatory Signs, Passenger (Lighted) Information Signs, Dome Lights, Manifest Lights, Stair Tread Lights, Closet Lights, Door Emergency Lights,

Slide Lights, Ni-cad Power Packs, Anti-collision Lights (Incandescent and Strobe), Wing Tip and Tail Strobe System, Wing Scan Lights, Cockpit Floodlights, Ballast, Flight Mode Annunciators, Constant Warning Panel Assembly, Command Post Air Refuel Lighting; Ceiling Emergency Lights: Upper Deck Reading Lights, Exit Signs (Electric and Radioactive)

767: Ballast, Battery Current Monitors

Buyer

G. M. (Gloria) Smallwood 342-4981

747: APU Shock Mounts, Flow Meter, Pressure Transducer, Rotary Transducer, Swivels, Regulators, Reservoir Drain, Cartridge Cones, Surge Tank Drain Valve, Boost Pump Check Valve, Vent Drain Valve, Filter Elements, Trailing Edge Ballscrews, Ram Air Check Valve, Shut-off Valves, Relief Valves, Couplings, Fuel Valves, Refuel Adapters, Refuel Receptacle

767: APU Vibration Isolator, Swivels, Filter Elements, ADP/EDP Filter Module, Return Filter Module, ACMP Filter Module Element Assemblies, Flow Regulators, Priority Valves, Relief Valves, Solenoid Valves, Couplings, Fuel Valves, Refuel Receptacles, Refuel Adapters, Relief Valves

Buyer

K. G. (Ken) Edwards 342-1267

747: Smoke Detectors, Fire Detectors, Aural Warning System, Chimes, Transducers, Pitot Static Tubes, Drain Masts, Oxygen System and Components, Fuel Measuring Sticks, Pressure Reservoirs, Engine and Cargo Fire Extinguishers, Hydraulic Pressure Transmitter, Sump Drain Valves, Tire and Pressure Gauges, Actuators, Control Surface Position Transmitter

767: Smoke Detectors, Oxygen System and Components, Engine and Cargo Fire Extinquishers, Control Surface Position Transmitter, Linear Transducer, CWS Force Transducer

Buyer

R. L. (Ren) Nanstad 342-4604

767: Exterior Lighting: Wing Illumination, Emergency Egress, Navigation, Anti-Collision, Cargo, Logo; Interior Lighting: Aisle Emergency, Attendant, Exit Signs, Ceiling, No Smoking, Reading, Threshold; Lighted Signs; Autobrake Selector Switch; Stabilizer Trim Switch; Overheat Switch

Buyer

D. E. (Don) Piasecki 342-1743

747: Hydraulic Temperature Indicators, Solenoid Valves, Pressure Transducers, Potable Water Tanks, Pressure Gauge, Flow Detectors, Proximity Switch, Air Filters, Shut-off Valves, Overwing Fuel Adapters and Seals, Detector Elements, Air Compressors, Oil Pressure Transmitters, Relays, Transformer, Rectifiers

767: Surge Tanks, Air Filters, Brake Temperature Monitor and Switches, Shut-off Valves, Waste Container, Air Compressor, Flexible Metal Bellows, Latch Assemblies, Rudder Control Crush Core Load Limiter, Overhead Passenger Door Load Limiter Cartridge, Rudder Ratio Change LVDT, Heater Gaskets

Buyer

A. (Arnie) Venditto 342-1578

747: Windshield Wiper System, Rudder Ratio System, Door and Radome Snubber, Life Raft Balance System, Transducers, Speakers, Flap Position Transmitters, Inline Heaters, Circuit Breakers, Pressure Transducers, Fuel and Differential Switches, Fans, Reflectometers, Transformers, Inclinometers, Air and Water Filters, Battery Heaters, Heater Blankets

767: Flap Position Transmitters, Circuit Breakers, Pressure Transducers, Fuel and Differential Switches, Fans, Wheel Command RVDT, Water Hoses, Heater Blankets

Buyer Associate

A. B. (Amy) Shikora 342-1789

747: Battery/Battery Charge System, Transformer/Lighting, Voltage Booster, Relays, Autotransformers, Solenoids, Lightning Arrestor, Dimmer Unit, Thrust Reverser Shut-off Valve, Food and Beverage Elevator Actuator

767: Transformer/Lighting, Voltage Booster, Battery Pack/Lighting, Cargo Handling Switch, Light Plates, Position Switch, Static Inverter, Dimmer Unit, Battery Current Monitor, DC Tie Control Unit, IBVS Unit, Circuit Breaker/-External Power Contactor System, Relays, Autotransformer, Solenoids, Battery/Battery Charge System, Trailing and Leading Edge Alternate Drive Motor, Linear Actuator

Buyer
M. A. (Mark) Street 342-1370

Buyer Associate
L. J. (Lou) Vogt 342-5197
747: Passenger Service and Entertainment System, Seat Cable Assemblies
767: Chimes, Engine Fire Switch, Lighted Push-button Switches, Panel Floodlighting, Passenger Service and Entertainment System, Seat Cable Assemblies; Flight Data Monitoring: Flight Data Recorder, Acquisition Unit, 3-Axis Accelerometer

Buyer
A. D. (Don) Hart 342-1489
747: VHF Communication Transceiver, Emergency Evacuation Control Panel, PA Amplifier, Microphones, Control Panels, Engine Oil Transmitter, Hydraulic Fluid Transmitter, Fire Detectors, Fire Extinguishers, Pressure Transmitter, Shutter, Fuel Condition Actuators, Pressure Transducer
767: Check Valves, Pressure Transmitter, APU Engine Fire Extinguisher, Cargo Fire Extinguisher, Water Quantity Transmitter, Pressure Gauge

RENTON DIVISION MATERIEL
707/727/737/757 PROGRAMS
RENTON, WASHINGTON

Director of Materiel
A. F. (Art) Carbary 237-1250
P.O. Box 3707
Seattle, Washington 98124

Administrator
J. C. (John) Bowe 237-1313
Small Business Program
Minority Business Program

Developmental Systems

Manager
V. C. (Viggo) Bertelsen, Jr. 237-0992

757 Flight Management Systems, 737 AFCS Retrofit, 737 IRS

Group Supervisor
A. T. (Andy) Stefan 237-1128

Buyer
J. J. (Joe) Sullivan 237-6067
757:Engine Indication Crew Alerting Systems (EICAS), Electronic Flight Instrument Systems (EFIS), Auto pilot Flight Control System, Auto land Status, Annunciators, RDMI, RMI, DDI, RMI Bearing Annunciator

Buyer Associate
T. O. (Ted) Petterson 237 6067
757: Nav Advisory Systems, Weather Radar Equipment, Ground Prox Warning System (GPWS), VOR, ADR, WXR and RA Antennas

Buyer Associate
J. M. (Jeanne) Clark 237-6067
757:Inertial Reference System (IRS)
737:Inertial Reference System (IRS), AFCS Retrofit

Buyer
T. R. (Tom) Prata 237-6067

Buyer Associate
J. E. (Jack) O'Brien 237-6067
757:Flight Management Computers (FMC), Control Display Unit, (CDU), Air Data Computer (ADC)

Buyer Associate
T. O. (Ted) Petterson 237-6067
757:Thrust Management Systems

Group Supervisor
J. W. (Jim) Schatz 237-1120

Buyer
E. W. (Emily) Hallgrimson 237-8576
727/737 Autopilots, Yaw Dampers, Vertical and Directional Gyros, 737 SP-177 AFCS, 737-300, SP-300 DFCS, 727/737 Digital Air Data Computer

Buyer Associate
M. H. (Mike) Cogdill 237-8576

Buyer
H. D. (Harley) Williams 237-8576
Performance Data Computer System, 737-300 Flight Management Computer System, Full Flight Regime Autothrottle/Speed Command, Lightweight Integrated Servo Mechanism

Buyer Associate
E. L. (Gene) Gillenwater 237-8576

Buyer Associate
T. Y. (Tom) Akada 237-8576

Systems and Equipment Procurement

Manager
R. P. (Bob) Gesell 237-1035

Military Equipment and Data Group

Group Supervisor
L. J. (Larry) McShane 237-1256

Buyer
L. R. (Leo) Graham 237-7295
Flight Instruments, APU Fire Detection and Extinguishing, Attitude Heading Reference System, Weather Radar System, Crash Position Indicator/-Flight Data Recorder System, Air Data Computer, Antennas, Misc. Instruments, Emergency Escape System, Fuel System (Cells, Gauges, Indicators), Fire Detection System, Load Adjuster, Temperature Indicator, Anti-Collision Light, Heater Pad, Toilet Timer Assy.

Buyer Associate
S. D. (Susan) Chandra 237-7295

Buyer
D. G. (Doug) Allen 237-7295
Hydraulic and Pneumatic Actuators, Valves, Resistors, Pumps, Damper Assemblies, Compensators, Snubbers, Rudder Power Control Unit, Hydraulic Motors, Main Steering Cylinder, Main Brake Assembly, Anti-Skid Valve, Leading Edge Flap Actuator, Manual Bleed Valve, Fuel Control Valves, Modular Package, Thrust Control Cable, Coupling Quick Disconnect, Boom Hoist, Accumulators, Pneumatic Brake Valve

Buyer Associate
A. R. (Al) Winters 237-7295

Buyer
J. P. (Jim) Crowley 237-7295
IDG Electrical Generating System, Oil and Fuel Indicators and Transmitters, EPR System, Fuel Instruments, Liquid Cooling System, Avionics Cooling System, Cabin Pressure System, Engine Starter, Oil Coolers, APU, Valves, Auto-pilot System, Flight Loads Recorder System, Angle of Attack System, AIMS Transponder System, Misc. Equipment such as Selectors, Switches, Indicators, Fans, Heat Exchangers, Pumps, Static Invertor, Marker Beacon, Receiver, Detectors And Compensators, Cabin Air Conditioning, TACAN System, Secondary Electrical Power System, Flight Control Augmentation System

Buyer Associate
R. M. (Roger) Alberts 237-7295

Buyer
P. A. (Peggy) Keefe 237-7107
Bleed Air System, Nitrogen Cooling System, Oxygen System, Batteries, Switches, Relays, Sensing Elements, Ammeters, Transformers, APU Generator and Control Unit, Filters, Clock, Fire Extinguisher, Indicators, Power Supply, Transmitter

Buyer Associate
D. D. (Dennis) Kahalewai 237-7107

Electrical and Electronic

Group Supervisor
L. S. (Larry) Boster 237-1255

Buyer
R. J. (Bob) Homier 237-3756
SLAMMR Radar, Control Panel, Flight Data Acquisition, Flight Data Recorder, Doppler, Drain Mast, Proximity Warning, Smoke Detector, Tone Generator, ECS Flow Sensor, Overheat Sensor, Transformers and Relays, Static Inverter, Proximity Switch System, Sensing Relays, D.C. Tie Unit, Dimmer Switch, Current Monitor Compass System, Flight Director System, Flight Deck Instruments

Buyer Associate
R. D. (Casey) Sullivan 237-3756

Buyer Associate
A. A. (Ardis) Foster 237-7436

Buyer
M. L. (Mike) Gillespie 237-3756
Speakers, Window Heat Control Unit, Engine Instruments, Transmitters, Cabin Pressure Indicators, Hydraulic Pressure Indicators, Oil Temp Indicators, Oil Pressure Indicators, Minor Electrical Components, Electric Motors and Actuators, Altimeters, Stick Shaker, Transformers (Repairable)

Buyer Associate
T. J. (Tom) Hirnyck 237-3756

Buyer
W. R. Beals 237-3756
Fire Extinguishers, Fire Detection, Overheat Detection, Exterior Lights, Windshield Wiper System, Fuel Flow System, Engine Indicators, Repairable Switches and Relays

Buyer Associate
S. E. (Steve) Haverstock 237-7436

Buyer Associate
O. M. (Orzetta) Hill 237-3756

Buyer
W. (Wally) Janes 237-7107
Fuel Cells, AC Electrical System, Wheels and Brakes, Tires, Antiskid/Autobrake System, Vibration Monitor, Hydraulic Pumps, Valves, Hand Pump, Fuel Boost Pump and Housing, Override Pump and Housing, Static Inverters

Buyer Associate
D. P. (Dan) Cavanaugh 237-7107

Buyer Associate
L. C. (Lorilee) Hanson 237-7107

Buyer
A. D. (Al) Schafer 237-3756
Oxygen System – Generators, 02 Bottles, Masks (Crew and Passenger), Valves, Regulators, Gauges, Goggles; Mechanical/Repairable – Ballasts, Hydraulic Pressure Switches; Escape Slide System – Valves, Actuators, Bottles, Slides

Buyer Associate
R. F. (Robert) Ciao 237-7436

Buyar
A. M. (Alice) Sires 237-7107
757 Antennae and Coupler, Waveguides, Pitot Tubes and other misc., Flight Instruments and Indicators, AVM System, Sensors

Buyer Associate
D. A. (Dennis) Savini 237-7107

Hydraulic

Group Supervisor
P. D. (Paul) Benson 237-1259

Buyer
L. L. (Lewis) Gordon 237-3470
Selector Valves, Drain Valves, Steering Check Valves, Restrictors, Relief Valves, Hydraulic Pumps, Flow Regulators, Fuses, Shuttle Valves, TE Flap Motor, LE Flap Motor, Stag. Trim Motor, PTU EHSU "T" Valve, Auto Brake, Power Pack, Toggle Valves

Buyer Associate
L. W. (Lyle) Gelbach 237-3470

Buyer Associate
D. M. (Dave) Iraola 237-3470

Buyer
R. C. (Dick) Armstrong 237-3470
Spoiler/Elevator/Rudder Power Control Units, Autopilot Servos, Pressure Reducer and Relief Valve, Reservoir Vent Valves, Elevator Feel Computer, Stab. Trim Module, Hydraulic Brake, Feel Centering Unit, Flame Arrestor, Nose Gear Actuator

Buyer Associate
S. G. (Steve) Dean 237-3470

Buyer
R. R. (Bob) Griffin 237-9570
Rudder/Elevator Power Control Units, Main and Nose Gear Door Actuators, Steering Cylinders, Compensators, Misc. Actuators and Valves, Fuel and Hydraulic 757 – Nose Wheel, Steering Valve, Rudder Ratio Changer, Misc. Hydraulic Valves and Actuators Fuel and Pneumatic Valves, MG Door Lock Act., Shuttle Valves, Snubbers.

Buyer Associate
R. J. (Ron) Kurina 237-9570

Buyer Associate
A. J. (Al) Reim 237-9570

Buyer
J. D. (Jim) Williams 237-3470
Main and Nose Gear Door Actuators, Misc. Cylinders, Actuators and Valves, Flight Control Module Assemblies, Flight Spoiler, Aileron and Rudder PCU, Thrust Reverser Control Valve, MLG Damper Ay, Ground Spoiler Actuators, Brake Metering Valve

Buyer Associate
R. K. (Roger) Van Sise 237-3470

Buyer
C. S. (Carol) Fleming 237-9570
(727/737/757/737-300) Hydraulic Filter Elements and Modules, 727/737/737-300 Misc. Hydraulic and Fuel Actuators and Valves, 727/737/737-300 Fuel Boost Pump, 737-300 Ground Spoiler Actuator

Buyer Associate
D. M. (Diane) Hudson 237-9570

Buyer
L. W. (Wayne) Miller 237-4980
L.E. Slat Actuator, MLG Actuator, MLG Uplock and Lock Actuator, N.G. Actuator, N.G. Lock Actuator, MLG Cylinder, N.G. Transfer Cylinder, Steering Cylinder, MLG Shimmy Damper Assy, Elevator Tab Uplock Actuator, Elevator Centering Unit, Rudder Feel Centering Unit, Ground Speed Brake Actuator, Spoiler Actuators, Flap/Slat Control Valves, Depressurization Module, Solenoid Valves, TR Isolation Valves, R.A.T. Safety Valve, R.A.T. Deployment Actuator, Reservoir Fill Selector Valves, Pressure Sensitive Flow Limiters, L.G. Transfer Valve, Relief Valves, Misc. Hydraulic Valves, Pneumatic Valve, Self Sealing Quick Disconnects, Coupling Halves, Hydraulic Hose Assys., Galley, Entry and Misc. Snubbers and Various Swivel Assy's.

Buyer Associate
D. F. (Darrell) Smallbeck 237-4980

Buyer Associate
P. L. (Phil) Beckley 237-9570

Mechanical

Group Supervisor
H. H. (Herb) Pfeiffer 237-1299

Buyer
W. E. (Bill) McBurney 237-1566
E-3A Cabin Pressure Controller, Vacuum Pump, Flap Drive, Misc. Valves, 727/737 Bleed Air Control Systems, Cabin Temperature Control Systems, Pneumatic Valves, Heat Exchangers, Precoolers, Turbo Fan, Air Cycle Machine, Water Separator, Switches, Actuators, Window Heat Controllers, Shock Mounts

Buyer
R. M. (Rick) Josephson 237-1566
APU – All Models, 757 Air Conditioning Pack, ECS Valves, Sensors, Switches, Temp. Controllers, Recirc. Fan, 737-300 Bleed Air Valves, Precoolers, Sensors, Recirc. Fan 757 Cabin Pressure Controller, Selector, Valves; 757 Bleed Air Valves, Pre-cooler, Sensors, 737 Cabin Pressure

Buyer Associate
S. Y. (Sandie) Butler 237-1566

Buyer Associate
B. W. (Brad) Vercoutere 237-1566

Buyer
C. A. (Charmie) Smith 237-4980
Heat Exchangers, Cable Tension Regulators, Valves, Fans, Control Cables, Air Filters, Airstair Handle, Flame Arrestors, 737 Cabin Pressure System, RAM Air Turbine, Ratio-Changers

Buyer Associate
S. P. (Steve) Stern 237-4980

Buyer
R. P. (Dick) Johnson 237-1569
Fuel (Quantity Indicating, Valves, Shutoff, Dripsticks), Electro/Mechanical Actuation, Pneumatic Valves,

Buyer Associate
C. G. (Chuck) Sas 237-1569

Purchased Outside Production and Standards

Mananger
J. L. (Joe) Corvi 237-1044

Interiors

Group Supervisor
W. G. (Bill) Chandler 237-2071

Buyer
C. A. (Chaney) Henderson 237-7810
727/737: Windshields, Windows, Lens, Mirrors, Prisms, Fiberglass Components, Insulation Litters (special), Closets (special), Baggage Racks, Spares, Windowscreen Inserts, Cargo/Passenger Partitions and Base, Miscellaneous Table, Panels, Stiffeners, Elbows, Wing Tip Lenses, 757 #2 and #3 Windshields, 757 Table Top, 757 Lens Assy., Water Tank E3A, Tubes, Connectors, Ashtrays, Seals, Mufflers, Ducts, Grids, Masks.

Buyer Associate
G. M. (Glenn) Rogers 237-7810

Buyer
D. A. (Debbie) Smith 237-5150
757: Cockpit Lightplates, Interior Cockpit Lights, Dimmers, APU Batteries, Cabin Signs, Reading, Ceiling, Sidewall and Miscellaneous Lights, Landing Gear Conduits and Fittings, Water and Waste Thermal Blanket Heaters and Tapes.
737: Advanced Technology Interior Lights.

Buyer Associate
C. S. (Cheri) Sillivan 237-5150

Buyer
W. B. (Wilsey) Allgire 237-5150
757: Insulating Panels and Ducts, Panels, Bulkheads, Molded Rubber Blocks, Decals, Crash Panels, Magazine Racks, Escape Ropes, Molded and Machined Parts.

Buyer Associate
J. L. (Jerry) Lavell 237-5150

Buyer
R. M. (Bob) Barnes 237-7810
737/757 Attendant Seats, 757 Attendant Seat Restraint Systems, 757 Lavatory Units.

Buyer
T. C. (Cornell) Jones 237-7810
727/737/707 Lavatory Units, 727/737/707/757 Toilet Assemblies, 727/737/707 Drinking Foundations, Cargo Nets, Straps, Window Shades, Fasteners, Toilet Seats and Cup Disposal Doors.

Buyer
G. R. (Guy) Goldsworthy 237-7855
727/737/757/E-3A Pilot and Co-Pilot Seats, E-3A/727 Flight Engineer Seats, 727/737/757 Observer Seats, E-3A Navigator Seats, KE-3A Drogue Observer Seats.

Buyer
B. A. (Blaine) Benjamin 237-5150
EAP Support, 757 Baby Cots, Miscellaneous Furniture, Hoses

Buyer
M. W. (Mel) Thorpe 237-5150
727/737/757 Potable Water Tanks, 727/737/E-3A and 757 Cargo Liners, 727/737 Miscellaneous Fiberglass, 727 Duct Housing Assemblies, 757 Graphite Composite Stanchions, 757 Graphite Composite Coat Rods, 707/727/737 and 757 Radomes, 757 Radome Latches, 757 Lightening Diverter Strips, 757 Molded Plastic Window Reveals, 737-300 Window Reveals, Support Rings and Trim Rings.

Buyer
R. M. (Ray) Tatarek 237-5150
727/737/E-3A: Hoses, Shrouds, Bellow Assemblies, Center Inlet Ducts, Gaskets, Radome Boots, Silicone Seals, Manifold Seals, Miscellaneous Seals, Rubber Blocks and Pads, Titanium Ducts, Connectors, APU Ducts, Insulation Kits, Fairing Flap, Fabric Covered Seals.
757: Insulation Blankets, Drain Hoses, Bulkhead and Ceiling Panels Seals, Manifold Seals, Silicone Seals, Door Seals, Flexible Connectors, Rudder and Elevator Seals, Aerodynamic Seals, Miscellaneous Seals, Sweeper Seals, Fabric Covered Seals.

Buyer Associate
J. A. (Jim) Helgeson 237-5150

Buyer
M. D. (Dan) McClain 237-5150
727/737 Airplane Markings, Interior Lighting, Heaters, Harnesses, Battery Packs, Information Signs, Lightplates, Injection Molding, Machined Plastics, Plastisol.

Buyer Associate
W. N. (Bill) Johnson 237-5150

Machined Assemblies "A"

Group Supervisor
J. F. (Bud) Graves 237-2191

Buyer
A. (Alex) Deriugin 237-7855
727 Ventral Airstairs and Rudder Tabs, Spanish Subcontracting; 727/737 Emergency Hatch Window Frames and 737 Pilot's Door Frame Assembly, Yugoslavian Offset; E-3A/NATO Fillet Flaps and 757 Neutral Shift Mechanism for Elevators, United Kingdom Subcontractors; 727 Flap Control Valve Assy. and 727/737 Rudder Trim Actuators, 727 Gearboxes and Control Mechanisms, 737 Inspar Ribs, Japanese Subcontracting; Canadian Subcontracting; Offset Coordination.

Buyer Associate
W. L. (Bill) Schorer 237-7855

Buyer
J. E. (Jim) Hubbard 237-7973
757 Body Stringers, Frames, Chords, Miscellaneous Spares

Buyer Associate
R. U. (Ralph) Miller 237-7973

Buyer
C. M. (Curt) Hope 237-7855
727/737 Forward Airstairs, 707/727/737 Cargo Systems, Rudder Pedals, Stiffeners, Chords, Floor Beams, Spar Mill Items, 737 APU Upper and Lower Shrouds, Heat Shields, Muffler Assys., Reservoirs & Large Machined Assys.

Buyer Associate
D. I. (Dennis) Brandow 237-7855

Buyer Associate
M. C. (Mark) Niemi 237-7855

Buyer
J. M. (John) Moe 237-7973
Landing Gear Beams, Rib Chords, Passenger Window Frames, Drag Brace Assy., Bulkheads, Tracks, Door Assy., Trunnion Supt., Webs, Door Straps, 737 Flap Tracks, Quadrants, 737 MLG Side Struts, 727 Wing Terminal Fitting, E-3A Spar Assys., Actuator Beams, Wing Terminal Fittings, Wing Ribs, Chords, Slats, Ribs, Spars, Tracks and Heat Shields

Buyer Associate
S. A. (Scott) Robbins 237-7973

Buyer Associate
J. L. (Judy) Hren 237-7973

Buyer
K. N. (Karen) Gielen 237-7855
727 Chords, 727/737 Engine Mounts, 7/7/7 End Cap Assy., 7/7/7 Door Gates, 757 Machined Parts, 737-300 Nose Wheel Steering Trunnion Bracket Assy., Offload, Recall, EDO Program Support

Buyer Associate
J. T. (Jean) Wiegand 237-7855

Buyer Associate
D. V. (Dal) Marmion 237-7855

Machined Assemblies "B"

Group Supervisor
W. F. (Bill) Parisio 237-2185

Buyer
T. L. (Tom) Hoffman 237-9533
Support Fittings, Flex Ducts, Rib Assy., Diagonal Brace, Major Machined Assys and Parts, Chem Milling, 727/E-3A Machined Body Skins, Webs, Doublers, Straps

Buyer Associate
A. E. (Ed) Stanford 237-9533

Buyer Associate
D. M. (Dan) Berthelson 237-9533

Buyer
D. L. (Dave) Clevenger 237-9691
Shock Absorber, Rotary Actuators, Torque Limiters, Mechanical Assys., Pinions, Sector Gears, Crushed Core Enclosures, Trailing Edge Flap Drive Transmissions, PCOS

Buyer Associate
J. A. (Jim) Brown 237-9691

Buyer Associate
R. W. (Bill) Fierst 237-9691

Buyer
C. I. (Christina) Schulenberg 237-9691
757 ECS Ducts, Quadrant Assys., Bellows
737 Hubcaps, Drum Assys., Machined Parts and Assys., Program Planning, Stiffeners, Mold Dies, Air Refueling Store

Buyer Associate
G. W. (Glen) Rose 237-9691

Buyer Associate
M. S. (Mike) Anderson 237-9691

Buyer
C. R. (Ross) Jacobson 237-9691
Stabilizer Actuators, Gearboxes, Ballscrews, Machined Parts and Assemblies

Buyer Associate
T. S. (Scott) Riley 237-9691

Buyer Associate
S. G. (Stan) Moore 237-9691

Buyer
J. R. (Jim) Lauritsen 237-9533
Swaged Rods, Hydraulic Reservoir, Window Panes, Thermal Compensators, Misc. Machined Assemblies

Mechanical Standards

Group Supervisor
C. H. (Clair) Ellingsen 237-1488

Buyer
H. S. (Hal) Hammill 237-1491
BAC, MS, NAS, Vendor P/N and SCD Fastener Related Nuts, Nutplates, Barrel Nuts and Collars; BAC and Vendor P/N Titanium and High Strength Steel Bolts (MT and TR Series)

Buyer Associate
S. G. (Steve) Griffith 237-8420

Buyer Associate
W. D. (Bill) Curland 237-8420

Buyer
M. J. (Mike) Shish 237-8420
New Fastener Coordination and Procurement Development

Buyer
D. J. (Del) Cave 237-8420
BAC, MS, NAS, Vendor P/N Alloy Steel Bolts and Screws; Inconel High Strength Steel Bolts; Washers, Pins and Bonded Panel Fasteners, Studs and Rivets, Riv Nuts

Buyer Associate
D. R. (Donna) Knapp 237-8420

Buyer
M. L. (Maynard) Alley 237-8420
BAC, MS, Vendor P/N and SCD Bearings, Bushings, Latches, Spacers, Shockmounts, Control Cable Fittings, O-Rings, Seals, and Misc. Standard Hardware

Buyer Associate
M. (Mark) Doennebrink 237-8420

Electrical Standards

Group Supervisor
D. J. (Dorothy) Pearson 237-1490

Buyer
A. P. (Alex) Tulintseff 237-3092
Fuel Gauge Assemblies, Elect. Connectors, Contacts and Accessory Hardware, Relays, Circuit Breakers

Buyer Associate
E. C. (Ed) Johnson 237-3092

Buyer
C. E. (Chick) Petersen 237-7051
Misc. Light Assy's, Light Bulbs, Switches, Elec. Wire, Terminals, Jumpers, Mis. Electrical Components

Buyer Associate
B. H. (Brian) Laffaw 237-7051

Buyer Associate
M. T. (Mark) McCauley 237-7051

Buyer
P. J. (Patti) Scarrah 237-8048
Valves, Hoses, Clamps, Flanges, Couplings, Gasper Outlets, Hydraulic Fittings & Sleeves

Buyer Associate
R. H. (Roberta) Breakey 237-8048

Minor Machine Parts

Group Supervisor
G. S. (Gary) Urquhart 237-2095

Buyer
C. D. (Clayton) Wright 237-7820
Boeing designed small to medium size machine parts, Swaging, Fuse Pins

Buyer Associate
L. L. (Laura) Cady 237-7820

Buyer
J. H. (Jim) Bond 237-7820
Bolts and Boeing designed medium to small size machine parts and springs

Buyer
W. M. (Bill) Mills 237-7830
Boeing designed medium to small size machine parts, stampings, sheet metal details, bushings, clips, clamps and brackets.

Buyer Associate
M. J. (Mary Jo) Hahn 237-7830

Buyer
L. L. (Larry) Booker 237-7830
Boeing designed medium to small size machine parts

Buyer Associate
L. D. (Larry) Backstrom 237-7830

Buyer
G. M. (Gloria) Mataya 237-7820
Boeing designed medium to small size machine parts and stamped parts

Buyer Associate
D. E. (David) Chesnes 237-7820

Buyer
W. D. (Dean) Low 237-7820
Boeing designed medium to small size machine parts

Buyer Associate
M. (Matt) Daly 237-7820

Major Outside Production

Materiel China Coordinator Manager
S. Y. Wong 237-1012

Procurement Manager
J. R. Traynor 237-1046

Landing Gear and Canadian Procurement

Contracts Manager
D. P. (Dave) Shesely 237-0798

Buyer
A. (Al) Hayden 237-7592
E-3A/727 Nose and Main Landing Gear, 737 Nose Gear, E-3A Nose Gear, Steering Knuckle

Buyer
B. J. (Betty) Galle 237-7592
E-3A Fin/Rudder, E-3A, Nacelles, 727 Aft Fairing, E-3A Spoilers, Spoiler Q Springs, 757 APU Doors

Contract Administrator
G. W. (Warren) Diamond 237-7592
757 Landing Gear

Contract Administrator
R. N. (Bob) Iwasaki 237-7592
727/757 Side Struts, 737 Main Landing Gear, 757 APU Doors

Buyer Associate
D. L. (Dennis) Pierce 237-7592

Non Domestic Procurement

Contracts Manager
J. L. (John) Stroup 237-2203

Contract Administrator
T. J. (Tom) Haley 237-9995
Inboard and Outboard Flaps, Foreign Offset Program

Buyer
R. A. (Bob) Duncan 237-9995
Inboard/Outboard Flaps

Contract Administrator/Buyer
A. C. (Al) Zold 237-9995
Wing Inspar Ribs, Foreign Offset Program

Buyer
B. G. (Bryan) Cook 237-9995
757 Inspar Ribs/Rudders, 737 Aileron, 727 Elevators

Buyer Associate
P. R. (Paul) Gissing 237-9995
Foreign Offset Program

Contract Administrator/Buyer
P. C. (Paul) Cowderoy 237-9995
Spoilers

Engine Struts & Wing Inspar Ribs

Contracts Manager
J. R. (Bob) Jones 237-2217

Contract Administrator
T. G. (Tom) Barry 655-4663
Power Pack and Struts (P/W)

Buyer
T. R. (Tom) Hargan 655-9357
Power Pack and Struts (P/W)

Contract Administrator
J. R. (Joe) Regan 237-8651
Power Pack and Struts (R/R)

Buyer
J. R. (John) Payne 237-8651
Power Pack and Struts (R/R)

Buyer
G. L. Yarger 237-8651
Power Pack and Struts (R/R)

Change Administrator
R. H. (Randy) Murray 237-8651
707/727/737/757 Power Pack and Struts

Buyer
R. D. (Bob) McFarland 237-7451
727 Power Packs, 737 Power Packs and Thrust Reversers, E-3A Struts/-Power Packs, 727 Clam Shell Doors and 727 Tail Pipes, 727 T/R Cascades, QEC Kits

Buyer Associate
B. J. (Betty) Yamamoto 237-7451

Buyer
J. R. (John) Thompson 237-7451
707/E-3A Sect. 46, Landing Gear Doors Inboard Aileron, Stabilizer/-Elevator, 737 Spoilers and Spares in excess of $2,000 each. 707/727/737/E-3A Power Pack and T/R Spares in excess of $2,000 each; Master Change and Retrofit Kits

Buyer Associate
B. J. (Betty) Yamamoto 237-7451

Buyer Associate
C. M. (Carmen) Brown 237-7451
707/727/737 Spares

Buyer
K. M. (Ken) Riis 237-8651
Spares under $2,000 for 7/7/7 Power Packs T/R, 46 Section and Horiz. Stabilizer and AOG

Buyer Associate
T. (Tosh) Tada 237-8651

Body Sections 48, Vertical Fin, Horizontal Stabilizer, Wing Stub/Keel Beam and Wing Tips

Contracts Manager
M. L. (Marv) Kindem 237-2107

Contract Administrator
M. E. (Maurice) Lynch 237-8613
757 Sections 48, Vertical Fin and Horiz. Stab.

Pricing Administrator
D. O. (Don) Neubauer 237-8613
757 Section 48, Vertical Fin and Horiz. Stab.

Change Administrator
F. A. (Frank) Fortier 237-8613
757 Section 48, Vertical Fin, Wing Tip and Wing Stub/Keel Beam

Buyer
A. J. (A.J.) Seitz 237-8613
757 Section 48, Vertical Fin and Horiz. Stab.

Contract Administrator
S. E. (Sue) Cashman 237-8613
757 Wing Stub/Keel Beam

Contracts Manager
D. H. Seeborg 237-2103

Contract Administrator
R. S. (Dick) Cook 237-9913
757 Section 44, L.E. Slats

Prod. Buyer/Change Administrator
G. J. (Glen) Thorsted 237-9913
757 Section 44

Prod. Buyer/Change Administrator
P. C. (Peggy) Stevens 237-9913
757 L.E. Slats

Contract Administrator
G. L. (Jerry) Laramore 237-9913
757 W/B Fairings, Flap Track Fairings

Prod. Buyer/Flap Track Fairings Change Adm.
J. D. (Jim) Thornbury 237-9913
757 W/B Fairings, Flap Track Fairings

Prod. Buyer
J. (Joe) Niksich 237-9913
757 W/B Fairings

Spares Buyer
F. H. (Frank) Bird 237-9913

BOEING COMMERCIAL AIRPLANE CO. RENTON DIVISION FACILITIES RENTON, WASHINGTON

The Renton Division Facilities Department purchases architectural and engineering services, construction management services and outside contracted construction to support the division facility.

Director of Facilities
J. D. (John) Bixby .... (206) 237-8381

Administrator/Manager
C. R. (Clyde) Cherberg .... (206) 237-1013
Small Business Program
Small Disadvantaged Business Program

BOEING COMMERCIAL AIRPLANE CO. DEVELOPMENTAL MANUFACTURING – MATERIEL SEATTLE, WASHINGTON

Materiel Manager
G. J. (Gary) Hambert 655-8361
P.O. Box 3707
Seattle, Washington 98124

Administrator
J. C. Bowe 237-1313
Small Business Program
Small Disadvantaged Business Program

Systems Services and Equipment Procurement and Inventory Management

Group Supervisor
E. L. (Vern) Rea 655-2186

Buyer
J. M. (John) Pargoud 655-3767
Test and Experimental Equipment, Parts and Services

Buyer
M. E. (Mark) McConnell 655-2287
Industry Assist and Contract Labor, Wind Tunnel Testing, Models, Miscellaneous Services

Buyer
P. D. (Phil) Douglas 655-7366
D5912 Document Stock

Buyer Associate
B. M. (Bonnie) Stewart 655-5156
D5912 Document Stock and Instrumentation and Laboratory Equipment Modification and Repair

Buyer
B. L. (Brad) Arbaugh 655-2164
Electronic Components, Vendor Part Number, Rentals and Loans, and Misc. Metallic Raw Material

Advanced Composite Development Program and Raw Material, Purchased Parts, and New Business

Contract Administrator
E. J. (Ed) Kanyer 655-4714

Buyer Associate
D. (Don) Rinke 655-2164
Titanium, Inconel, Alloy Steel and Aluminum Sheet Bar and Plate Forged Block

Buyer Associate
M. J. (Mary Jane) Cox 655-0895
Military and Commercial Fasteners, Fittings and Bearings, and Hydraulic Components

Buyer
C. T. (Con) Johnson 655-7946
Contract Pricing Material, Subcontract Pricing, New Business Proposal Support

Buyer
T. A. (Tom) Hesketh 655-2787
Composites and Developmental Materials

Buyer
P. J. (Patty Jo) Conner 655-8904
Non-metallics and General Procurement

Buyer
J. S. (Jay) Ford 655-2146
Perforated Metals and General Procurement

BOEING COMMERCIAL AIRPLANE CO.
SERVICES MATERIEL
CUSTOMER SERVICES DIVISION
17501 SOUTHCENTER PARKWAY
TUKWILA, WASHINGTON

Materiel Manager
P. J. (Phil) Tucker 394-4127

Administrator
J. C. (John) Bowe 237-1313
Small Business Program
Small Disadvantaged Business Program

Flight Operations Purchasing

Group Supervisor
A. F. (Al) Raines 655-3618

Buyer
S. (Sam) McBride 655-3619
Simulator Support Procurement

Buyer Associate
W. R. (Ray) Creager 655-3741

Flight Test Support

Buyer
D. L. (Donna) Boster 655-3742
Simulator Acquisition

Spares Support Purchasing

Group Supervisor
J. H. (John) Wickline 394-4135

Buyer
C. S. (Charlie) Winters 394-4029
G.S.E.

Buyer Associate
J. (Julie) Trecartin 394-3260
Boeing Designed G.S.E.

Buyer Associate
P. (Pat) Ramage 394-3593
Extrusions, Bar, Sheet, Tubing, Wire and Other Misc. Commodities

Buyer
L. A. (Lee) Dallum 394-4164
Out-of-Production Boeing Proprietary Items-Bank Stock Castings and Forgings, 5-1 thru 65-4, All 747 Part Numbers, IPC/IPD Tech Data and Misc. Services

Buyer Associate
G. (Gladys) Senger 394-4024
Machined Parts 3-thru 65-and 65-5 thru 65-9, 66-, 9-and AWACS Warranty Overhaul and Repair

Standards Purchasing

Buyer
J. (Joy) Geier 394-4020
AN, MS, BAC (Except BAC B30) Screws, Nuts, Rings Washers and Misc. Fittings, Rivets

Buyer
J. (Judy) Kennedy 394-4027
Switches, Relays, Connectors, Lamps, Terminals and Control Cables

Associate Buyer
T. (Tessa) Hudson 394-4017
BAC B30's, 10- and Vendor P/N Bearings, Purolator Filters, Igniters, Hoses and Ducts

Associate Buyer
M. (Marge) Erickson 394-3051
All Standards AOG's

Aerosystems Purchasing Agency, International and Product Support Purchasing

Group Supervisor
R. S. (Bob) Flexer 394-3857

Buyer Associate
T. R. (Dick) Ritzman 394-3405
ATS Support, International Support

Buyer
M. D. (Marci) Hosmun 394-3591
APA, Customers US4, SQA, New Accounts

Buyer Associate
J. A. (Judy) Peterson 394-4023
Customers: CIL, ET2, IAA, IYA, TUA, XGA, ATC, UCA

Buyer Associates
S. K. (Stephanie) Bell 394-4021
C. (Chris) Benedetti 394-4022
Customers: DTA, TMA, HFA, HVA, QSA, VMA, XRA, DCA, SF2, Misc. Accounts

Buyer Assistant
L. C. (Lori) Birrell 394-4014
Customers: 6FM, CXA, ZDA, KUA, 7LT, GFA, OAA, RJA, TKA, MDA, PWA

BOEING COMMERCIAL AIRPLANE COMPANY ENGINEERING DIVISION ENGINE MANAGEMENT

Director
J. O. (Joe) Masterson 237-2003
P.O. Box 3707
Mail Stop 78-01
Seattle, Washington 98124

Manager, Advanced Engines
G. T. (Granny) Frazier 237-5926

Manager, 747/767 Engine Programs,
Everett Division
R. A. (Bob) Foseid 342-3209

Contract Manager
W. A. (Bill) Rietkerk 342-2754

Contract Administrator
J. N. (Jim) Blank 342-2754
General Electric CF6

Contract Administrator
H. R. (Hugh) Givens 342-2754
Pratt and Whitney JT9D, Rolls-Royce RB211-524

Administrator
G. A. (Gerry) Blank 342-2886
Rolls-Royce, General Electric

Administrator
J. D. (John) Lyons 342-2886
Pratt and Whitney JT9D

Manager, 727/737/757 Engine Programs,
Renton Division
W. E. (Bill) Hodgkinson 237-5966

Contract Manager – 757 Programs
W. L. (Walt) Richter 237-0962

Contract Administrator
F. W. (Bill) Monrean 237-5920
Pratt and Whitney PW2037

Contract Administrator
C. L. (Craig) Petre 237-5920
Rolls-Royce RB211-535

Contract Manager – 727/737 Programs
D. C. (Dave) Tegeler 237-1900

Administrator
R. L. (Rick) Gratzer 237-1900
Pricing, Product Support, Special Studies

Contract Administrator
H. W. (Smitty) Smith 237-1900
CFMI CFM56

Contract Administrator
P. J. (Pat) O'Neill 237-9341
Pratt and Whitney JT8D

HYDRAULIC UNITS, INC. 1700 BUSINESS CENTER DR. DUARTE, CALIFORNIA 91010

Materiel Manager
J. D. Blake .... (213) 359-9211
Ext. 311

Supervisor – Outside Processing
B. Marks .... (213) 359-9211
Ext. 246

Buyer
J. Brown .... (213) 359-9211
Subcontract Administrator Ext. 320

Buyer
S. S. Scardenzan .... (213) 359-9211
Small Business/Small Disadvantaged Business Administrator Ext. 327

Buyer
R. King .... (213) 359-9211
Castings, Forgings, OEM Valves, Tooling, Electro Mechanical Devices Ext. 315

Buyer
G. F. Greenleaf .... (213) 359-9211
Outside Production Ext. 272

Buyer
J. Henry .... (213) 359-9211
Outside Production Raw Material Ext. 306

Buyer
D. A. Neitzke .... (213) 359-9211
AN, MS, NAS, Fasteners, Stampings, Springs, Bearings, Office Supplies Ext. 316

Buyer
J. Wiedeman .... (213) 359-9211
Maintenance, Repair, and .... Ext. 305
Operations Supplies

BOEING MILITARY AIRPLANE CO WICHITA, KANSAS (Area Code 316)

Director of Material
G. B. (George) McEvoy .... (316) 261-6110
3801 South Oliver Street
Wichita, Kansas 67210

Administrator
G. M. (George) Shaner .... (316) 261-6000
Small Business Program
Small Disadvantaged Business Program

737/747/757/767 O.P./P.E. Commercial Nacelles, Capital Assets, Raw Material, MRO, Standards

Procurement Manager
M. J. (Martin) Williams .... (316) 261-6109

737/747/757/767 O.P./P.E. Commercial Nacelles

Group Supervisor	
W. W. (Win) Vasey	(316) 261-6112

737-300 G.E./O.P. and P.E., 757 P and W O.P. and P.E.

Supervisor (acting)	
R. D. (Dick) Holbrook	(316) 261-6009
Buyers	
D. E. (David) Wiseman	(316) 261-6179
L. A. (Larry) Seidel	(316) 261-6091
H. R. (Bob) Kendrick	(316) 261-6017
N. B. (Bruce) Martin	(316) 261-6011
G. R. (Gene) Sharp	(316) 266-7235

747/767 G.E./P and W O.P. and P.E.

Supervisor	
C. W. (Bill) Corn	(316) 261-7045
Buyers	
D. W. (Don) Stephens	(316) 261-6092
L. J. (Jerry) Clark	(316) 261-6096
D. K. (Doug) Lyon	(316) 261-6089
K. D. (Kenith) Moore	(316) 261-6097

Capital Assets, MRO

Capital Procurement Manager	
K. E. (Karl) Hartman	(316) 261-5992
Senior Buyer	
T. E. (Tom) Wines	(316) 261-5978
Group Buyer	
L. R. (Leo) Roby	(316) 261-5992
Buyers	
B. J. (Bruce) Graber	(316) 526-7694
M. E. (Mike) Moore	(316) 261-5978
B. A. (Brad) Weinberg	(316) 266-7174
D. (Skip) Nelson	(316) 266-7098
Group Buyer	
R. L. (Dick) Drake	(316) 261-5924
Buyers	
C. L. (Charlie) Loudenslager	(316) 266-7095
H. E. (Herbert) Myers	(316) 261-5974
K. L. (Karl) Townsend	(316) 526-3208
W. K. (Wade) Cheyney	(316) 266-7357

MRO

Group Buyer	
W. R. (Bill) Wilder	(316) 261-6142
Buyers	
T. C. (Tim) Shivley	(316) 261-6138
L. M. (Mike) Mead	(316) 261-6149
J. D. (John) Good	(316) 261-6137
S. M. (Mike) Shanahan	(316) 526-4610
T. A. (Ted) Chlentzos	(316) 526-3049
L. M. (Layna) Knight	(316) 266-7007
M. C. (Matt) Mercer	(316) 526-4619

Raw Materials Standards/Hardware/Electrical

Group Supervisor	
D. W. (David) Wettstaed	(316) 261-6113
Raw Materials: Group Buyer	
G. M. (Gary) Leiker	(316) 266-7090
Buyers	
C. V. (Carl) Manderick	(316) 261-6073
767-Nacelle Castings and Forgings, 767-Cascades and Bifurcations	
R.I. (Ilene) Krueger	(316) 261-6130
737-300 CFM-56 Nacelle Castings and Forgings, 737-300 Body Forgings, 737-200 Forgings, 707-727-737 Castings, All Forged Block	
T. L. (Tom) Henricks	(316) 261-6131
KC-135 Re-Engine Castings and Forgings, 767-P&W Castings and Forgings, 747-Castings and Forgings	
R. J. (Richard) Stiverson	(316) 261-6128
767 and 757 Section 41 Castings and Forgings, Titan Tanks, 737-CFM-56 Cascades, 757-Pratt and Whitney 2037 Cascades, KC-135 Wing ECP 405 Castings and Forgings	
Group Buyer	
G. C. (George) Daniels	(316) 261-6190
Buyers	
C. D. (Charles) Vestring	(316) 261-6122
Alloy Bar, Rod and Sheet; Copper and Brass Sheet and Bar; MS Hinges, Kirksite, Wire Cable; Aluminum Bronze Bar	
A. L. (Arnold) Burkle	(316) 261-6189
Usage Items, Mild Steel, Tool Steel, Stainless 300 Series Sheet and Bar All Tubing	
T. L. (Tellous) West	(316) 261-6127
Extrusion 1506 thru 1520	
D. C. (Doug) Pratt	(316) 261-6125
Titanium, Inconel, All PH Grades of Sheet, Plate, Rod, Bar and Extrusion	
S. D. (Stephen) Campbell	(316) 266-7008
Extrusions 1503 through 1505, Rolled Section	

Group Buyer

R. M. (Dick) Stone	(316) 261-6121

Buyers

R. A. (Randy) Ledermann	(316) 261-6119	Polished and Skin Quality Sheet, Aluminum Bar and Rod, Electrical Wire and Cable, Shims
V. L. (Velma) Haggard	(316) 261-6118	
D. K. (Darcen) Krehbiel	(316) 261-6187	All Non-Metallics, Lubricants, Fluids Paints, Thinners, etc.
R. C. (Royce) Bland	(316) 261-6120	Aluminum Sheet, Coil and Plate, Shaped Plate, Perforated Sheet
D. L. (Donald) Harter	(316) 261-6117	Rubber Sheet and Extrusion, Plastics, Aluminum Honeycomb Core
C. R. (Chuck) Gardner	(316) 526-2170	Located in Material Review Board

Standards

Group Buyer

J. E. (John) Rongish	(316) 261-6134

Buyers:

B. L. (Barry) Avers	(316) 261-6135	Rivets, Screws and Nuts
N. R. (Nick) Butts	(316) 266-7004	Non-Electrical Supplier Part Numbers, Bearings and Bushings
T. D. (Tom) Carnes	(316) 261-5972	Titanium Bolts
H. L. (Harold) Connell	(316) 266-7092	Connectors, Adapters, IC's, Switches, Relays, Lights, Diodes, Resistors and Capacitors
J. W. (Jim) Cunningham	(316) 266-7217	JT3D Program – Raw Materials and Connectors
S. M. (Steve) Jackson	(316) 266-7332	JT3D Program Standards
S. H. (Steve) Monette	(316) 261-6129	Huck Bolts, AN, MS and NAS Bolts
D. O. (Del) Ricketts	(316) 261-6133	Collars and Steel and Titanium HiLoc Bolts
F. J. (Franci) Nicks	(316) 266-7066	Clamps, Strips, Zippers, Grommets, Pins, Hoses, Ducts, Panels, Hinges, Rings, Springs, Studs, Seals, Washers, Shims, Spacers, Sleeves and Inserts

OAS

Buyers:

G. W. (Gordon) Doherty	(316) 526-4340
P. W (Paul) Ediger	(316) 526-2785
R. G. (Glenn) Goad	(316) 526-4348
J. L. (Jack) Griffin	(316) 526-4346
K. F. (Keith) Sayler	(316) 526-2905
M. F. (Fay) Simpson	(316) 526-2930
E. B. (Bryce) Woodman	(316) 526-4347

707/727/737/747/757/767 O.P. and P.E., Commercial Service Procurement, Offload, and Aircraft Modification

Procurement Manager

R. C. (Ray) Walker	(316) 261-6076

707/727/737 O.P. and P.E.

Group Supervisor

L. C. (Les) Bain	(316) 266-7112

707/727 O.P. and P.E.

Group Buyer

L. O. (Larry) Thompson	(316) 261-6034

Buyers

R. W. (Randy) Castleberry	(316) 261-5953
D. L. (Don) Hill	(316) 261-6182
W. N. (Bill) Lies	(316) 261-6093
C. R. (Curt) Wellborn	(316) 261-6078

737 O.P. and P.E.

Group Buyer

L. O. (Larry) Thompson	(316) 261-6034

Buyers

D. L. (Dewie) Glennie	(316) 261-6055
L. C. (Larry) Weaver	(316) 261-6025
A. M. (Alan) Bruchas	(316) 266-7146
D. L. (Don) Regnier	(316) 261-5940
D. C. (Dan) North	(316) 261-6063
R. W. (Ralph) King	(316) 261-6160

737 O.P.

Group Buyer

G. A. (Glenn) Cooper	(316) 261-6081

Buyers

R. J. (Ron) Ackley	(316) 266-7169
J. J. (John) Hartman	(316) 266-7032
M. T. (Mike) Schraeder	(316) 261-6103
J. A. (John) Olson	(316) 261-6145
A. P. (Andy) DeLozier	(316) 261-6080
F. A. (Frank) Tribioli, Jr.	(316) 261-6033
J. L. (Jerry) Chebultz	(316) 261-6021
W. J. (Wes) Bridgeman	(316) 266-7039

737 O.P.

Group Buyer

C. N. (Pete) Petterson	(316) 266-7091

Buyers

M. R. (Mike) Sturgell	(316) 261-5983
A. H. (Al) Miller	(316) 261-6105
L. V. (Lande) Natale	(316) 261-6100
P. E. (Paul) Dalrymple	(316) 266-7355
J. R. (Jim) Partridge	(316) 261-6185
R. T. (Ron) Gent	(316) 266-7038
F. W. (Fred) Bogatay	(316) 261-6143

747/757/767 O.P. and P.E. Section 41, Aircraft Modification, Commercial Service Procurement, and Offload

Group Supervisor

G. V. (Gerry) Clark	(316) 261-5921

Senior Buyer

R. L. (Robin) Mason	(316) 266-7089

747 O.P and P.E

Group Buyer

R. W. (Ralph) Koby	(316) 266-7052

Buyers

D. O. (Dennis) Frasco	(316) 266-7053
D. K. (Ken) Zogleman	(316) 266-7054
R. M. (Bob) Rupp	(316) 261-6060

757/767 Hogout

Hogout Committee Chairman

R. W. (Bob) Smith	(316) 266-7260

757 Section 41

Group Buyer

E. K. (Keith) Blevins	(316) 261-6008

Buyers

M. H. (Mike) Banister	(316) 261-6061
M. H. (Mike) Thornton	(316) 266-7059
V. (Vern) Hauser	(316) 261-6057
J. B. (Jim) Hartin	(316) 266-7104
R. O. (Bob) Hitchings	(316) 266-7087

757/767 O.P. and P.E., Aircraft Modification, Offload, and Commercial Service Procurement

Group Buyer

P. R. (Phil) Hay	(316) 261-5946

Buyers

M. L. (Mike) Crawford	(316) 261-6090
L. K. (Kelley) Epperly	(316) 266-7088
C. D. (Charles) Nelson	(316) 526-4257
W. E. (Bill) Buck	(316) 266-7057
R. E. (Bob) Dorrell	(316) 266-7055

Procurement Support and Source Surveillance

Supervisor

N. O. (Neil) Mulch	(316) 266-7048

Buyer

J. J. (Jim) Dorsett	(316) 526-2697

B-52 Offensive Avionics System Program

Materiel Manager

R. J. (Bob) Werne	(316) 526-4123

Manager Minor Subcontracts

Manager Plans and Operations

F. N. (Fred) Brooks	(316) 526-3165

Supervisor, Cost Management

S. J. (Steve) Jordan	(316) 261-5925

Proposal Analysts

M. D. (Mike) Masterson	(316) 526-2272
K. S. (Kathy) Mueller	(316) 526-3466

Subcontract Managers

W. A. (Bill) Murrow Radar Transmitter	(316) 526-7088
G. L. (Gerry) Rafferty Data Transfer Unit	(316) 526-7024
H. A. (Al) Russell Radar Scan Converter	(316) 526-7171

Group Buyers

E. G. (Swede) Asmann	(316) 526-2730
B. (Bruce) Kreider	(316) 526-2817
W. M. (Bill) Keith	(316) 526-3979
R. L. (Roger) Murdock	(316) 526-2704

Senior Buyers

J. A. (Jim) Gillenwater	(316) 526-7171
S. D. (Steve) Olsen	(316) 526-7024

Off Site Representative

R. P. (Roland) Biggerstaff	(602) 869-1764
J. T. (Johnnie) Isley	(206) 886-8005

Buyers

G. G. (Gina) Bair	(316) 526-7088
J. E. (John) Baldwin	(316) 526-4345
W. R. (Bill) Braley	(316) 526-7171
K. R. (Karl) Brinkmeyer	(316) 526-7024
J. (Joe) Castillo	(316) 526-7171
B. E. (Bruce) Colver	(316) 526-2749
R. L. (Ron) Corbeille	(316) 526-7088
P. P. (Phil) Coury	(316) 526-3288
C. D. (Clayton) Crawford	(316) 526-4343
J. E. (John) Dawson	(316) 526-2990
R. L. (Randy) Fritzler	(316) 526-4344
R. D. (Dean) Gasaway	(316) 526-2748
J. C. (Jim) Hightower	(316) 526-2967
R. (Randy) Johnson	(316) 526-7088
L. (Lloyd) Leinmiller	(316) 526-3084
R. A. (Ann) Lindsey	(316) 526-2994
D. R. (Dennis) Lippert	(316) 526-7024
C. P. (Clyde) May	(316) 526-4342

R. W. (Ron) Muller	(316) 526-3447
S. (Shiley) Nivens	(316) 526-2705
J. J. (Judy) Picknell	(316) 526-3092
C. (Chris) Ramsey	(316) 526-4601
R. (Rodney) Rife	(316) 526-3970
C. R. (C.R.) Riggins	(316) 526-2944
T. G. (Tony) Smith	(316) 526-7171
G. L. (Gordon) Solem	(316) 526-3289
D. (Dave) Standrich	(316) 526-3469
W. D. (Bill) Stevens	(316) 526-3067
J. J. (Jeanette) Swisher	(316) 526-4341
J. (Jerry) Wilson	(316) 526-4349

B-52 Systems

Materiel Manager

J. B. (John) Avera	(316) 526-7821

Subcontract Managers

F. C. (Ferris) Frees	(316) 526-7217

Fuel Quantity Indicating System Bleed Air Temperature Control System

M. R. (Monty) Redburn	(316) 526-7208

Environmental Control System

Buyers

D. J. (Debbie) Bien	(316) 526-7207
W. (Wanda) Black	(316) 526-7207
D. A. (Dan) Brane	(316) 526-7207
K. E. (Ken) Brane	(316) 526-7208
J. J. (John) Hughes	(316) 526-7934
R. C. (Robert) Hurtt	(316) 526-7208
R. K. (Kent) Kellams	(316) 526-7208
D. W. (David) McCowan	(316) 526-7217
J. G. (John) McQuillan	(316) 526-7217
D. R. (Doug) Mourning	(316) 526-7805
C. S. (Connie) Scazzafavo	(316) 526-7805
A. L. (Ann) Wycoff	(316) 526-7208

B-52 Defensive Syst., MRASM, CSC B-52 Strategic Radar, B-52 Hardening, B-52 Tech Mod, and Counter SUAWACS

Materiel Manager

W. C. (Charlie) Baumgartner	(316) 526-2823 or 526-2939

Subcontract Managers

T. R. (Tom) Akins	(316) 526-7794

Defensive Systems/Counter SUAWACS, 707 Tanker Conversion, MRASM, CSC Radar

B. R. (Bernie) Froman	(316) 526-7791

Strategic Radar

G. V. (Gary) Simpson	(316) 526-4588
C. W. (Tony) Oliver	(203) 852-4891

On-Site Rep at Norden Systems, Inc., Norwalk, CT.

Senior Buyers

H. C. (Christie) Gribble	(316) 526-7794
L. E. (Bud) Batt	(316) 526-4588

Buyers

S. K. (Kay) Anderson	(316) 526-7797
K. T. (Kevin) Beckwith	(316) 526-7794
R. K. (Ron) Beeman	(316) 526-7791
J. P. (Jim) Edwards	(316) 526-7797
V. L. (Vern) Edwards	(316) 526-7791
R. D. (Dean) Fleming	(316) 526-7797
R. W. (Wayne) Klapprott	(316) 526-7791
L. K. (Lloyd) Overstreet	(316) 526-7791
D. J. (David) Romig	(316) 526-7797
S. L. (Sharon) Troy	(316) 526-7794
K. D. (Ken) Wilkinson	(316) 526-7854

CSRL/CSRL Integration

Materiel Manager

A. L. (Lee) Baylor	(316) 526-4965

Subcontract Managers

F. B. (Brent) Blalock	(316) 526-3992
H. E. (Harold) McKee	(316) 526-3992
J. R. (John) Uphaus	(316) 526-4965

Senior Buyer

R. E. (Robert) Belew	(316) 526-4926
F. C. (Frank) Hukle, Jr.	(316) 526-3992
S. C. (Steve) Walker	(316) 526-3963

Buyers

T. R. (Terry) Burrus	(316) 526-3992
G. A. (Glenn) Dorris	(316) 526-4926
R. G. (Richard) Havner	(316) 526-3410
J. G. (John) Hull	(316) 526-3963
B. G. (Ben) Johnson	(316) 526-3992
J. H. (John) Mallinson	(316) 526-3410
G. J. (Jody) McRae	(316) 526-4928
C. L. (Carolyn) Owens	(316) 526-4926
S. K. (Kevin) Shay	(316) 526-3992
C. L. (Carroll) Shonk	(316) 526-3965
R. G. (Robert) Watson	(316) 526-3963

Military Training System

AWACS – B-1 – C-5 – C-414

MTS Materiel Manager

K. J. (Kirby) Hill	(316) 526-2288

AWACS Materiel Manager

G. S. (Gary) Wright	(316) 526-2288

Group Buyer

R. L. (Ron) Brown	(316) 526-7243

Senior Buyers

L. R. (Lyle) Blue	(316) 526-7691
R. D. (Roger) Evers	(316) 526-7691
S. H. (Sam) McDaniel	(316) 526-7243
S. A. (Scott) Smith	(316) 526-7691

Buyers

S. C. (Steve) Eldridge	(316) 526-7691
D. J. (David) Hitchcock	(316) 526-7691
J. M. (John) Rangel	(316) 526-7691

B-1B Program

Materiel Manager
G. D. (Gary) Blackerby .... (316) 526-3660

Buyer
J. H. (John) Dacus, Jr. .... (316) 526-4636

Developmental Programs

Materiel Manager
G. T. (Gary) Jorgensen .... (316) 526-4071

Subcontract Managers
T. R. (Thor) Briggs .... (316) 526-3415

Subcontract Manager
S. L. (Steve) Cloud .... (316) 526-2770

Senior Buyer
M. E. (Mike) Blackburn .... (316) 526-2770

KC-135R Programs

Procurement Manager
V. H. (Virgil) Rizer .... (316) 266-7100

Plans and Operations

Plans and Operations Manager
C. C. (Calvin) Trexler .... (316) 266-7261

Propulsion Group

Subcontract Manager
W. C. (Bill) Wilber .... (316) 266-7267
CFM 56 Engines, Engine Services, Engine Support Equipment

Buyer
J. D. (David) Browning .... (316) 266-7214
Bleed Air Switch, Over Temp. Switch, Flexible Pneumatic Ducting, Multi-Purpose Engine Trailer, Boot Shop Hoist System, CFM 56 Engine Related Support Equipment, Universal Joints

Buyer
T. L. (Terry) Carr .... (316) 266-7195
CFM 56 Engines and Engine Related Services such as: Turbine Engine Monitoring System Coordination, Technical Publication Data, etc. CFM 56 Engine Spares and Repairs, Engine Training Services

Electro/Mechanical/APU Equipment Group

Subcontract Manager (acting)
M. M. (Marcella) Cox .... (316) 261-6051

Senior Buyer
T. W. (Tom) Heyl .. .. (316) 266-7133
Integrated Drive Generation System for KC135R, Valves, Hose Assemblies, Cable Assemblies, Pumps, Seal, Ring, and Door Assemblies for ECP 405 Programs

Buyer
K. E. (Kenn) Heithaus .... (316) 266-7132
Push-button Switches, Static Inverter, Hyd. Self-Displacing Accumulator, Air Data Computer and Mounting Tray, Anti-Skid Control System, Mark III, Ammeter for KC-135R Program

Buyer
W. D. (Bill) McGilvrey .... (316) 266-7131
Modification of Two Carousel IV Inertial Navigation Systems for Re-Engine Flight Test Program. Plate Supports, Relay, Transformer, Hyd. Pressure Switch, Check Valve, TAI Valve, Duct Hold-Open Rod, Actuator, Coupling Fluid Line, Oil Pressure Switch, Hyd. Quick Disconnect, Cabin Alt. Indicator, Rudder Servo Indicator, Differential Press. Switch, Fan Cowl Hold-Open Rod, Latch Assy., and Pressure Relief, Waveguide

Buyer
R. K. (Randy) Windham .... (316) 261-5913
Toggle Switch, Contactor, Pressure Switch, Transformer/Rectifier and Fire Detector System for APU System. Dual Speed Trim Servo Motor, Fire and Overheat Detector System, IDG Oil Cooler, Control Overhead Caution Annunciator, Lighted Indicator Reset Switch and Cockpit Dimmer Control for KC-135R Program

Senior Buyer
D. L. (David) Olson .... (316) 261-6156
APU Quick Start, Boost Pump Fuel Electric, Fuel Filter, Fuel Shutoff Valve

Buyer
C. F. (Frank) Mull .... (316) 261-5936
Two-Way Hydraulic/Restrictor, Hydraulic Selector Valve, Accumulator/-Hydraulic Self Displacing, Cylinder Hydraulic Actuating, Hydraulic Modular Manifold, Transformer-Current, 175:2 Ratio, Adapter, Switch, Check Valve Assy., APU Generator, Generator Control Unit and Current Transformers, and Flex Ducts

Hydro/Mechanical Equipment Group

Subcontract Manager
R. W. (Dick) Palmer .... (316) 266-7290

Senior Buyer
L. K. (Kent) Wheeler .... (316) 266-7200
Turbine Engine Monitoring System

Buyer
R. G. (Richard) Lipscomb .... (316) 266-7194
Integrated Rudder Actuator, Flight Control Augmentation System (FCAS), Electronics, FCAS Test Units

Buyer
S. R. (Scott) Summervill .... (316) 266-7201
Air Conditioning System, Cabin Pressure Controller, Bleed Air System, Leak Detector and Controls, Fire Extinguisher System, Flanges, Transducers/Encoders

Buyer
J. H. (James) Thomson .... (316) 266-7202
Nose Gear Actuator (Linear), Pressure Relief Valve, Manual Shutoff Valve, Pressure Reducing Valve, Hydraulic Control Valve, Hydraulic Pumps, Multiple Test Equipment, Rod End Bearing, Bearings, Spline Adapters, N1, N2, EGT Engine Instruments, Fuel Flow Transmitter, Fuel Flow Indicator

Buyer
L. (Larry) Johnson .... (316) 266-7270
(Engine Start System, Starter Shut-off Valve). Filters, Engine Control Cables, Pressure Relief Latch, Sealing Details Bleed Air, Latch and Keeper Assemblies, Clamp Supports and Assemblies, Oil Temp. Indicating System, Fuel Temp. Indicating System, Aircraft Hose Assemblies

JT3D Program

Materiel Manager
B. T. (Bert) Conner .... (316) 266-7259

Technical Support Representative
N. (Norbert) Reel .... (316) 266-7219

Subcontract Manager – Propulsions Group
T. C. (Tom) Ahlberg .... (316) 526-7572
266-7209

Buyer
W. (Willie) Albert, Jr. .... (316) 526-7593
Production Engine Overhaul Subcontracts

Buyer
W. (Bill) Dotts .... (316) 526-7572
Pratt and Whitney Fireseal, Component Overhaul, Spare Engine Overhaul Subcontracts

Buyer
J. (Jim) Loomis .... (316) 526-7572
CMS Engine Overhaul Subcontracts, Engine Trailers, Boeing Furnished Kits

Subcontract Manager – Purchased Equipment/Outside Production
C. A. (Carolyn) Harms .... (316) 266-7258

Buyer
R. (Rick) Battisti .... (316) 266-7206
Cartridge Starter, Cowling, Chords, Check Valve, Fittings, Rod Assemblies, Angles, Fairings, Pressure Relief Valves, Seals, Stiffeners, Terminals, Dimmer Control, Oil Temp. Indicator and Selector Switch

Buyer
K. (Kent) Beebe .... (316) 266-7207
707 Aircraft, Five Rotor Brake System, Hoses, Tubes, Ducts, Light Plates, Edge Light Panels, Fuel Control Shields, Washers, O-Rings

KC-135 Programs

Buyer
P. (Pat) Egbert .... (316) 266-7209
Mark III Anti-Skid System, Solenoid Valve, Cover Sheels, Spacers, Block Assemblies, Bell Cranks, Doublers, Shields, Heat Shields, Supports, Switches

Subcontract Manager – Contract Maintenance Support
L. L. (Leo) Ringle .... (316) 266-7135

Senior Buyer
C. (Carl) Nicholas .... (316) 266-7130
Contract Maintenance Support (CMS/Spares), AOGs

Buyer
S. G. (Steve) Korte .... (316) 266-7196
Contract Maintenance Support – Repairs

Buyer
G. (Gary) Showalter .... (316) 266-7234
Contract Maintenance Support – Repairs

Buyer
S. M. (Steve) Jackson .... (316) 266-7332
Standards Parts – Standards and Contract Maintenance Support

Group Supervisor – Raw Material/Standards
S. B. (Sherman) Parry .... (316) 266-7343

Buyer
J. W. (Jim) Cunningham .... (316) 266-7217
Unique Raw Materials, Minor Component MRO Items Rework/Refurbishment, Electrical Connectors

Outside Production

Outside Production Subcontract Manager
M. M. (Marcella) Cox .... (316) 261-6051

Senior Buyer
G. W. (Gary) Morehead .... (316) 266-7211
KC-135 Re-Engine Inlet and Fan Cowl Assemblies

Buyer
C. S. (Corellia) Bradshaw .... (316) 261-6058
Military Replenishment Spares

Buyer
R. M. (Bob) Burlison .... (316) 261-5920
KC-135R Main Landing Gear, KC-135R Below Wing Machined Fittings, Gears and Housings

Buyer
T. L. (Tom) Eckberg .... (316) 266-7233
Military Replenishment Spares

Buyer
R. (Rich) Enders .... (316) 266-7203
ECP 405 Chords, Stiffeners, Hinges, Indicators and KC-135R APU Components-Printed Circuit Boards

Buyer
W. J. (Bill) Fluty .... (316) 266-7196
JT3D Components, Rings, Ducts, ECP 405 Drag Fittings, Above Wing Fittings, KC-135 Re-Engine Above and Below Wing Fittings, JT3D Drag Fittings and Above Wing Fittings

Buyer
J. R. (John) Kennalley .... (316) 266-7130
KC-135 Re-Engine Strut Fittings, Printed Circuit Boards, Edge Light Panels, Springs

Buyer
P. (Paul) Satterthwaite .... (316) 266-7210
KC-135 Stainless Steel Formed Parts and Inconel Ducts

Buyer
S. C. (Sandy) Sechler .... (316) 266-7198
Military Replenishment Spares

Buyer
K. N. (Ken) Spicher .... (316) 261-6157
KC-135 Re-Engine Yaw Damper, Seals and Exhaust Assembly

Buyer
R. A. (Ron) Vague .... (316) 261-6158
Military Replenishment Spares

Materiel Operations

Operations Manager
G. (Gary) Culley .... (316) 261-5927

Traffic Management

Traffic Supervisor
R. J. (Bob) Gengler .... (316) 261-5990

Traffic Administrators
R. L. (Dick) Waring .... (316) 261-5968
Inbound Routing Control, Cylinder Demurrage Control, Publications, Tariffs, Freight Cost Forecasting, Procedures, Carrier Rate Negotiations Freight Bill Post Audit

H. L. (Harold) Kerbs .... (316) 526-7837
Export Shipments, Outbound Shipment Control, Outbound AOG/SAOG's, Rail Car Demurrage, Government Shipments, Permanently Assigned Special Equipment Control

A. (Anna) O'Neil .... (316) 261-5969
Inbound Shipment Controller or (316) 261-5966

D. (David) Adams .... (316) 266-7249
Import/Export Regulations, Import Shipment/Aircraft Control, Household Goods Moves, Local Cartage Control, Private Carrier Control, Offsite Office Moves

A. J. (Jim) Rich .... (316) 261-6015
Freight Audit, Inbound Freight Classification, Freight Adjustment, Tariff Control Program Costing and/or Transportability Plans, New Program Permanently Assigned Special Equipment Acquisition, Loss/Damage Control, Hazardous Materials Regulations

BOEING MILITARY AIRPLANE COMPANY/FACILITIES WICHITA, KANSAS

Director of Facilities
E. L. (Elton) Weeks .... (316) 526-2806

Manager of Facilities Planning/Administration
D. L. (Dennis) Dietz .... (316) 526-2774

Coordinator
N. S. (Steve) Rizzuto .... (316) 526-2161
Contract and Lease Administration
Small Business Program
Small Disadvantaged Business Program

Construction

N. S. (Steve) Rizzuto	(316) 526-2161
M. (Maynard) Hye	(316) 526-4277

BOEING MILITARY AIRPLANE COMPANY HUNTSVILLE, ALABAMA (Area Code 205)

Automated Test Systems

Materiel Manager

D. B. (Don) McMullen	(205) 532-8347

Deputy Materiel Manager

W. N. (Wayne) Zupan	(205) 532-8293

Plans & Operations Manager

G. C. (Garold) Carnell	(205) 532-8411

Offload/Supplier Surveillance Administrator

J. A. (Jamia) Guinan	(205) 532-8289

Senior Buyers

J. A. (John) Frey	(205) 532-8415
D. L. (Darrel) Houdyshell	(205) 532-8414

Procurement Lead

R. C. (Ray) Blackwell	(205) 532-8287

Buyers

R. D. (Robert) Allen	(205) 532-8413
M. S. (Marge) Blackwell	(205) 532-8284
R. L. (Rhonda) Carter-Case	(205) 532-8288
C. A. (Charles) House	(205) 532-8242
D. D. (Chico) McColgan	(205) 532-8302
C. J. (Kay) Moding	(205) 532-8285

MRO/IR&D

R. W. (Bob) Saffer	(205) 532-8413
M. T. (Marc) Swenson	(205) 532-8353
L. K. (Linda) Taylor	(205) 532-8416
P. E. (Patricia) Wallace	(205) 532-8290

Expedite Stores Supervisor

C. J. (Cap) Barrett	(205) 532-8366

Schedule Management

J. D. (Jim) Smith	(205) 532-8286

Traffic

T. (Trudie) Jones	(205) 532-8362

BOEING MILITARY AIRPLANE COMPANY/FACILITIES HUNTSVILLE, ALABAMA

Manager of Facilities

P. (Phillip) Fraley	(205) 532-8311

BOEING MILITARY AIRPLANE COMPANY SEATTLE, WASHINGTON PARKWAY PLAZA

Director of Materiel

C. E. (Charles) Fulkerson	394-3300
G. M. (George) Shaner	(316) 261-6000

Administrator Small Business and Small Disadvantaged Business Program

Advanced Programs, PD/Tech Support, AFTI-F-111

Materiel Manager

R. N. (Dick) Harvey	655-2866

Buyer

R. W. (Bob) Bagshaw	655-1791

Buyer

J. F. (Joe) Weber	655-1791

Buyer Associate

G. R. J. (Gerry) LaVergne	655-1791

Buyer

R. E. (Bob) Adams	655-1791

Buyer

K. B. (Ken) Paton	655-1791

Buyer

L. S. (Leon) Stevenson	655-1791

Buyer

S. B. (Steve) Ford	655-1791

Buyer

R. D. (Rod) Baskins	655-1791

B-1B Avionics

Materiel Manager

R. L. (Bob) Knowles	394-3303

Subcontract Manager Small Business Subcontracting and STE

T. H. (Tom) Harrington	394-3038

Buyer

J. G. (John) Highberg	394-3337

Special Test Equipment

Buyer

J. M. (Jack) Burt	394-3037

MSI, Korry, Bell

Buyer

O. E. (Everett) Rom	394-3377

SRAM Support, B-1B STE

Buyer

M. D. (Marcia) Hosmun	394-3037

Subcontract Manager Offensive Radar System
W. L. (Win) McLaughlin 394-3353

Subcontract Manager Offensive Radar System FSD, Lots I & II
J. R. (Jim) Hoffnauer 394-3337

Buyer
R. E. (Bob) Moore 394-3328
LRU's

Buyer
C. A. (Chuck) Lybecker 394-3384
Radar Support

Buyer
J. E. (Jay) Ollis 394-3384
Data/Change & Schedule Control

Buyer Associates
C. (Cheri) Neese 394-3028
V. W. (Virginia) Smith 394-3028

Clerk
D. A. (Dee) Acree 394-3328

Subcontract Manager Offensive Radar System Lots III, IV & V
R. D. (Ron) Wallace 394-3336

Buyer
D. C. (Diane) Ellison 394-3344
LRU's

Buyer
W. J. (Bill) Bagley 394-3208
Radar Support

Buyer Associate
R. E. (Bob) Stone 394-3344

Resident Representatives, Westinghouse
W. A. (Bill) Gravel .... (301) 765-6874
A. J. Metz .... (301) 765-6874

Subcontract Manager Computer/Data Transfer Unit
R. A. (Dick) Booth 394-3329

Buyer
C. L. (Chuck) Coates 394-3207
New Requirements/Pricing Contracts

Buyer Associate
R. Christianson 394-3207

Buyer
F. A. (Al) Rivers 394-3366
Schedules/Repairs

Buyer
C. A. (Chris) Stair 394-3367
Data Transfer Unit/Compiler

Buyer Associate
M. C. (Mark) Carpenter 394-3366

Buyer Associate
R. A. (Bob) Christianson 394-3207

Buyer Associate
D. L. (Don) Capron 394-3367

Resident Representative, IBM, Owego, NY
J. G. (Jim) Taylor .... (607) 751-2464

Subcontract Manager Navigation Systems
R. A. (Dick) Robinson 394-3039

Buyer
J. C. (Jeff) Price 394-3364
Radar Altimeter, Navigation Accuracy Instrumentation System

Buyer
C. V. (Charles) Lee 394-3354
Inertial Navigation System

Buyer
R. L. (Roger) Johnson 394-3364
Doppler Radar

Buyer Associate
M. (Margo) Sing 394-3354

Subcontract Manager Displays and Associated Equipment
F. C. (Frank) Hetler 394-3355

Buyer
M. M. (Mary) McCoy 394-3325
Multi-Function Display, Video Recorder, Display Electronic Unit

Buyer
E. O. (Ed) Carlson 394-3327
Electronic Display Unit

Buyer Associate
K. A. (Karen) Tatsch 394-3327

Buyer Associate
C. J. Kramer 394-3325

Plans & Operations

Manager
R. L. (Bob) Lones 394-3320

Cost Analysis/Prime Contract Estimating Supervisor
D. D. (Denny) O'Brien 394-3320

Budget/Cost Control Supervisor
J. L. (Jerry) Chilcoat 394-3320

Compliance/Schedule/Control Supervisor
D. A. (Dan) Braillard 394-3320

ATS^2/ESTS

Materiel Manager
R. S. (Randy) Trathen 655-6452

Buyer
J. D. (Jim) Day 655-5806

Buyer Associate
S. J. (Sandy) Sellers 655-5072

BOEING VERTOL COMPANY PHILADELPHIA, PENNSYLVANIA

Boeing Center
3 North Industrial Highway (Pa. 321) at Stewart Ave. 4 Miles South of Pennsylvania Intl Airport
Eddystone, Pennsylvania

Director of Materiel
W. M. (Bill) Davis .... (215) 522-3677
P.O. Box 16858
Philadelphia, Pennsylvania 19142

Adminstrator
C. F. (Cliff) Swezey .... (215) 522-3110
Small Business Program
Small Disadvantaged Business Program

Mgr. – Program Mgmt & Configuration Control
J. J. (Joe) Lovello .... (215) 522-2011

Mgr. – Offset Procurement, Inventory Management
E. J. (John) McLean .... (215) 522-2910

Procurement I

Manager
A. J. [illegible] Martorell .... (215) 522-2055

Unit Chief – Equipment, Spec. & Source Control
F. P. (Fran) Collins .... (215) 522-3734

Unit Chief – Machine Parts
P. (Phil) Sechrist .... (215) 522-7727

Hydraulic Equipment Group

Group Buyer
R. H. (Bob) Parkinson .... (215) 522-7324

J. M. (John) Bradley .... (215) 522-2197
Crashworthy Fuel Systems, Breakaway Fittings, Drain Valves, Fuel Cells, Fuel Quantity Gauging Systems, Motor Operated Valves, Couplings

V. A. (Vince) Lombardi .... (215) 522-2194
Pumps, Heat Exchangers, Seats, Seat Cushions, Indicators, Hyd. Tanks, Starters, Pumps, Transmitters, Data, Switches, Valves, Elec, Panels, Master Caution Panels, Lights

J. C. (Jim) Hill .... (215) 522-7323
Hose Assemblies, Cylinders, Cable, Pumps, Valve Assy, Assys. Extensible Links, Flex Shafts, Transducers, Actuators, Dump Tube Assemblies, and Deploy Controls, Valves, Filter Assemblies, Electrical Harnesses

J. W. (John) Tharp .... (215) 522-2196
Couplings, Lag Dampener, Actuators, Modules, Manifolds, Valves, Quick Disconnects, Pumps, Mach. Hyd. Parts, Retainers, Transducers

J. W. (Jim) Dunn .... (215) 522-2195
Major & Minor Spec Control Items: Hydraulic Accumulators, Servo Valves, Fans, Blowers, Indicators, Pressure, 234 Rotor Brake Switches, Solenoid Valves, and Sensors, Transmission Oil, Filters, Hydraulic Filters, Power Control Module, Transmission Retaining Rings, Pilot and Co-Pilot Seats and Tests, Viscous Dampers, Heating/Cooling Metallic Ducting, Engine Shrouds, Air Particle Separator Filters.

All Major Spec Control Ground Support Test Equipment for Commercial and Military Model Helicopters.

Electric Equipment Group

Group Buyer
W. C. (Bill) Lynch .... (215) 522-7668
Engines, Grips, New Equip Proposals, Slip Rings

A. J. (Hank) Cabrelli .... (215) 522-7669
Electrical Power Systems, SCAS Systems, Transparencies, Secondary Power System, Auxiliary Power Units, and Actuators, Cargo Handling, Winches, Contactors

H. L. (Howard) McCrea .... (215) 522-7665
Spec. Control Seals, Gaskets, Locknuts, & Bolts, De-icing Blankets, Plate Assemblies, Disc, Packs, O-rings, Spacers, Panels, Heat Sensors, Mirror Assembles, Push-Pull Controls, Cables, Wire Harness, Actuators

A. (Al) DiGregorio .... (215) 522-7666
Source Control Instruments, Flight Controls, Actuators, Mag Brakes, Amplifiers, Load Meters, Fuel Flow Control Units, Switches, Transducers, Gas Producer Tachometers, Clutches, Motors, Magnets, Transmitter Meters & Cases, Scan Systems, Potentiometers

J. F. Thomas .... (215) 522-7667
Power Steering Control Package, Light Plates, Cable Cutters, Temperature Controllers, Containers, Engine, Locknuts, Bolts, Lights, Performance Monitors, Self-Sealing Coating of Oil Tanks, Filter Cans, Caution Panels, Transducer, Access Doors, APU Air Inlet Ducts, Dimmers, Wndshields Fire Seal Shield Assemblies, Control Stick, Boot Assemblies, Pilot Seat, Troop Seats, Crew Seat, Restraint (CH47), Tie Down Fitting, CH46 Aft Rotor Shaft Inspection Set Case Assemblies, Seat

Cushions, Exhaust Devices (CH46, Spec Control Fiberglass Components, Pressure Bags, Mandrells, Spec Tooling, Spec Control Strap Assy Eyering and Bolt Pully Assys, and Strut Assy.

Machined Parts

Group Buyer
W. B. (Bill) Clark .... (215) 522-7404
Packaging, Titanium Parts, Vibration Absorbers

G. P. (Dick) Cordell .... (215) 522-7402
Machined Parts

E. F. (Edward) Cavanaugh .... (215) 522-7400
Machined Parts, Special Assemblies and Supports, Complex Machined Parts, Critical Machined Parts

B. (Barbara) Weston .... (215) 522-7403
Machined Parts

Non-machined Boeing Designed Parts

Group Buyer
P. L. (Paul) Grant .... (215) 522-2884

W. L. (Bill) McCrossan .... (215) 522-2883
Chem-Milled Parts, Bonded Core Assemblies Nose Caps, Seals and Rubber Components, Tailpipes, Commercial Interiors

E. H. (Bud) Letts .... (215) 522-2833
Honeycomb Core, Ground Support Equipment and Armor, Edgelite Panels, Bent and Swaged Tubes

C. R. (Chuck) Erbe .... (215) 522-2882
Custom Molded Fiberglass, Molded Non-Metallics, Electroforms

Procurement II

Manager
W. J. (Wayne) Lesky .... (215) 522-2623

Unit Chief – Dynamic Components
David (Dave) Ross .... (215) 522-3394

Unit Chief – Raw Materials & Standards
V. E. (Virg) Frey .... (215) 522-2662

Unit Chief – IDWA, Test Support, Offload and OVO
R. E. (Bob) Holman .... (215) 522-3893

Dynamic Components and Landing Gear Group

Group Buyer
E. T. (Ernie) DiGregorio .... (215) 522-7490

J. A. (Jim) Monaghan .... (215) 522-2351
CH46, CH47 Spec and Source Control Bearings

B. F. (Brian) Huss .... (215) 522-2352
CH47D Major Transmission Components

E. T. (Ed) Mann .... (215) 522-2350
CH46, CH47, Rotors, Minor Transmission Components

J. H. (Jay) Brown .... (215) 522-2246
CH47C, Major Transmission Components

R. (Ralph) D'Iorio .... (215) 522-7491
CH46 and CH47 Landing Gear, CH46 Major Transmission Components

D. E. (Don) Smith .... (215) 522-2276
CH46 and CH47 Spec and Source Control Bearings, HLH Transmission Components

IDWA Procurement

Group Buyer
J. G. (Jim) Sliben .... (215) 522-3592
Offload, OVO and Machined Parts

W. (Willie) Mellerson .... (215) 522-3590
Standards, Bolts, Nuts, Washers

W. F. (Bill) Cleary .... (215) 522-3605
Metallic Raw Material, Castings, Forgings, OVO, Offload and Machined Parts

G. H. (Frank) Beideman .... (215) 522-3588
Machined Parts, Sheet Metal Parts, Bushings

R. R. (Dick) Smith .... (215) 522-3604
Offload, Shop Support, OVO

Operations/Engineering Support, and Outside Services Group

Group Buyer
R. E. (Bob) Evans .... (215) 522-3524
Architectural/Engineering Design Services, Subcontract Personnel (Technical and Office Temporaries) Consultants, and Special Services

W. E. (Will) Gruver .... (215) 522-3527
R&D, Test and Engineering Support

R. C. (Rita) Cooke .... (215) 522-3526
R&D Test and Engineering Support

Raw Materials

Group Buyer
J. T. (Joe) Deasey .... (215) 522-2520

W. P. Hileman .... (215) 522-2523
Castings and Forgings

H. T. (Howard) Humphries .... (215) 522-3167
Non-Metallics Raw Material: Aircraft Fuels (Production, Aircraft Lubricants, Aircraft Paints, Chord, Fabrics, Glass Cloth (Plain and Coated – W/Neoprene, Vinyls, Etc.), Insulation Materials, Lock Wire, Plastics (Bar, Plate, Rod, Sheet and Tubing), Rope, Rubber (Bar, Rod, Sheet, Strip and Tubing), Rubber Extrusions and Seals (BAC, BMS, VS and Vendor P/N), Tapes (A/C), Thread, Webbing, Wire Cloth, and Wood Products (A/C)

J. E. (Jack) McShane .... (215) 522-3170
Metallic Raw Material: Aluminum Aircraft Extrusion, Bar, Laminated Shims, Perforated Sheet, Plate, Rigidized Sheet, Rod, Rolled Sections, Sheet

J. I. (Jean) Meeder .... (215) 522-3170
Composite Raw Material: Adhesives, Adhesive Films, Composite Materials (Boron, Graphite, etc.) Honeycomb Core (Metallic and Non-Metallic), Pre-Preg Materials ("E" Glass, "S" Glass UNI and Woven), Sealants

F. (Fred) Pollak .... (215) 522-2522
Alloy (Steel Bar, Plate, Rod, Sheet and Tubing), Brass, Bronze, Cable (Wire Rope), Carbon (Steel Bar, Plate, Rod, Sheet and Tubing), Copper, Electrical Wire, Hinge Pins, Hinges, Gang Channels, Lead, Magnesium, Stainless Steel (Bar, Plate, Rod, Sheet and Tubing), Titanium (Bar, Plate, Rod, Sheet, Strip and Tubing), Tungsten, Welding Items

Aircraft Standards (AN, MS, NAS, BAC, VS and Vendor Part Numbers)

Group Buyer
R. W. (Bob) Myers .... (215) 522-2437

J. J. W. (Joe) Jones .... (215) 522-2435
Avionics Equipment, Generators, Instruments, Boxes, Cable Assy, Vendor P/N's, Fire Equipment, Hyd. Valves Brakes, Heater Systems

S. C. (Spurge) Johnson .... (215) 522-3158
Electrical Components, Connectors, Plugs, Circuit Breakers, Relays, Terminals, etc.

M. E. (MIM) O'Keefe .... (215) 522-2434
Gaskets, O Rings and Grommets, Washers, Springs, Bushings, Nuts, Fasteners and Miscellaneous Hardware

A. (Audry) Armstrong .... (215) 522-3160
Electrical Components, Capacitors, Transistors, Lights, Switches, Clamps, Hoses, Couplings and Misc. Parts, Batteries, Filters, Bearings, Transformers

H. R. (Hobie) Hoopes .... (215) 522-2438
Batteries, Bearings, Chip Detectors, Filters, Heater Sys., Latches, Markers, Seats, Transformers, Hardware and Component Spares for A/C

Procurement III

Manager
G. (Gene) Konecny .... (215) 522-2436

MRO and Facilities

Group Buyer
T. J. (Tom) Kelleher .... (215) 522-2325
Major Machine Tools

R. G. (Gordon) Caton .... (215) 522-2326
Communications Systems, Flight Test Support Equipment, Electronic Equipment, Bearings and Power Transmission Equipment, and Perishable Tools

L. A. (Alan) Pyle .... (215) 522-2327
Constuction Contracts, Services, Equipment, Machine Tools and Equipment, Electrical, Plumbing, Lumber and Heating Oil

J. (Joe) Ferrigno .... (215) 522-2332
Fire, Safety, Medical Supplies, Tooling Aides, Lift Truck Parts, Automotive, Machine Parts, and Repairs

R. (Dick) Robinson .... (215) 522-2328
Rentals, Refrigeration Supplies, Atmospheric Gases, Hardware, Gasoline, Lubricants, Paints, Motor Repairs, Bearings, Shot and Grit Blast Media, Chemicals, Uniforms, Propane, Automotive Gas, Packaging and Shipping Materials, Lab, Janitorial Supplies, Coveralls, and Gloves, Fasteners

M. (Mike) Bonnes .... (215) 522-2331
Electronic Equipment, Perishable Tools, Stationery Supplies, Exhibits, Advertising Specialities, Office Equipment Test Cell Equipment (Gears, Gear Boxes, Test Stands, Hardware and Accessories)

Commercial Procurement Light Rail Vehicle/Rapid Transit Car Programs

Group Buyer
C. F. (Charlie) Shaw .... (215) 522-2433
SLRV Propulsion System, Gearboxes, Traction Motors, Traction Motor Blowers, Diagnostics Test Equipment, Air Conditioning and Air Comfort Systems, and Plastic Components, Couplers, Pantograph, Facilities and CTA and SLRV Lights, Motor Alternator and Controls, Windshield Wiper Systems, Current Collector System, Digital Advanced Optical Systems Flight Control, Side Arm Controllers, Actuators and Transducers.

BOEING OF CANADA, LTD.
WINNIPEG DIVISION
99 MURRAY PARK ROAD
WINNIPEG, MANITOBA, CANADA
R3J-3M6

Materiel Manager
R. (Ron) Derocher .... (204) 888-2300

Senior Buyer
B. (Brian) Harder .... (204) 888-2300
Aluminum Details and Standards, Shop Supplies

Buyer
K. L. (Ken) Mahon .... (204) 888-2300
Non Inventory Items

Stores Manager
K. (Ken) Weitman .... (204) 888-2300
Stores, Trafffic, Shipping and Receiving

EXHIBIT L

March 25, 1983

To:

Subject: List of Small Disadvantaged Business Purchase Equipment Sources

Calendar year 1982 saw a continuing decline in total company procurement and an accompanying decline in small disadvantaged business awards. During 1982, our performance significantly decreased from 1981 and was our lowest utilization figure since 1978. This decline is particularly disappointing because of the hard work that we all put forth in steadily and dramatically improving company performance between 1976 and 1981. During this period we were able to change our image in the business community to a very positive one.

1983 will also be a difficult year. However, we need to search for ways to turn our small disadvantaged business performance around to the right direction. We recently had an interdivisional meeting to discuss ways of dealing with our declining small business and small disadvantaged business awards. This brainstorming session generated a number of innovative ideas which are now being studied. However, one of the important ideas to surface was to undertake a special effort to identify, qualify and use more small disadvantaged business purchased equipment suppliers.

The Corporate small/small disadvantaged business staff undertook to develop a listing of small disadvantaged businesses capable of performing purchased equipment type work. An extensive nationwide search was undertaken to identify potential sources. The attached listing represents numerous hours on the telephone with our industry peers, searching through the Small Business Administration's Procurement Automated Source System (PASS) data base, conversations with regional minority supplier development councils and others. An original listing of over 200 potential firms has been refined down to the 68 sources now listed. Each purchased equipment and purchased outside production procurement manager at Boeing is being provided this working tool.

Your support in the use of this listing for your procurements is very important if we are to improve our performance. I know that you will find this listing helpful in composing your bid lists as you process your future procurements. Please let us know of any additions or changes that would be appropriate.

If you have questions or need additional information, please contact Nick Sena at (206) 656-9520.

Daryll Seymour

R. Daryll Seymour
Corporate Liaison Officer
Small Business/Small Disadvantaged Business Programs

Attachment

EXHIBIT M

December 14, 1983

To:	R. W. Blakeley	P-5501	28-49
	A. F. Carbary	R-5501	70-50
	W. M. Davis	8-4400	P30-81
	G. J. Hambert	A-2500	26-50
	J. E. Ingebretson	A-5500	5E-11
	K. T. Lauhon	H-5500	98-50
	G. B. McEvoy	3-1400	K19-62
	H. C. Oliver	G-1500	7A-09
	E. J. Palmer	K-1400	9A-21
	A. G. Ponti	T-5501	0A-57
	D. L. Scribner	4-5000	6K-85

Subject: Purchased Equipment Procurement Dollars

At the recent directors meeting, we discussed the need to increase our large dollar purchased equipment procurements from small business and particularly small disadvantaged business. I believe if we are to continue to show progress in our Small Business and Small Disadvantaged Business Programs, this must be done.

As agreed to in the meeting, I have compiled a list of twenty-two small business and small disadvantaged business suppliers which have (or had) a Boeing purchase contract of $100,000 or more and which fit the general classification of "high technology". The list is attached. We have indicated for each supplier whether it is listed in available directories or if we have a Potential Supplier Profile Questionnaire on file. Although we have not contacted each supplier it is known that most of these suppliers have available capacity and are actively seeking additional work.

Your organizations are asked to give consideration to the firms on this list. In addition, a list of some 116 small business/small disadvantaged business suppliers who have been awarded purchase contracts of $100,000 or more during the past year has also been compiled and is available to you, upon request.

In March 1983, we went to extensive effort to publish "A Select Listing of Small Disadvantaged Businesses for Purchased Equipment" directory. A copy of the directory was provided to every purchased equipment group and outside production manager throughout the company. I would appreciate receiving some feedback indicating whether the directory has been helpful in identifying prospective bidders and whether bid opportunities are being provided to these firms. Your response is requested by January 16, 1984.

R. Daryl Seymour
Corporate Liaison Officer
Small Business/Small Disadvantaged
Business Programs

Attachment

RECEIVED
[illegible]
[illegible]

EXHIBIT N

16 May 1984

To: See Addressee Distribution List

cc: Directors of Facilities & Materiel

Subject: LOOK AHEAD SESSIONS

Attached is the schedule for the look-ahead sessions to be held with your respective organizations the weeks of May 29th. and June 4th. The purpose of these meetings is to review your current and future procurement requirements with emphasis in those areas which offer potential small and small disadvantaged business participation.

The sessions will be informal to promote the exchange of ideas and information. Any handout material which provides an overview of your activities will be appreciated.

The following staff members from the Corporate Small Business/Small Disadvantaged Business Programs office will be attending the look-ahead sessions:

Nicholas Sena - Associate Corporate Administrator
Tim Romero - Resident Administrator - Los Angeles
Bryan Dorwin - Deputy Corporate Administrator

If you have any questions, please contact Tim Romero on (213) 670-0747.

E. B. Romero for
Robert L. Ryan
Corporate Administrator
SB/SDB Programs

Attachment

LOOK-AHEAD SESSION SCHEDULE - MAY 29 - JUNE 5, 1984

DATE	TIME	COMPANY/PROGRAM	CONTACT	TELEPHONE	LOCATION
Tuesday May 29	9:00 am	BCAC Everett Division 747/767 Materiel	Gary Clanton	342-8790	Everett, 40.81 Bldg.
	10:30 am	BCAC Everett Division Facilities	George Bader	342-2941	Everett, 40.11 Bldg., 2nd. floor, east wall, C-4, C-5
	1:30 pm	BAC E-6 Program	Don Standlee Bill Lanfear	655-6328 655-6328	Plant II, 2.01 Bldg. P-8, 23P8
	2:30 pm	BAC E-3A Program	John Flanigan	655-1394	Plant II, 2.01 Bldg. F-11
Wednesday May 30	8:30 am	BCAC Power Pack and Strut Division	Charlie Waldrop	655-6402	Thompson Site, 14.01 Bldg. 2nd. floor, C-10, C-11
	10:00 am	BAC MM/Peacekeeper Program	Jon Tucker	655-9064	Plant II. 2.25 Bldg. 4th floor
	1:00 pm	BCAC Operations Technology	Gary Hambert	655-8361	Flight Center, 3.360 Bldg.
	2:30 pm	BMAC - AAP B-1B Program	Chuck Fulkerson Tom Harrington	394-3300	Parkway Plaza, 3rd floor
Thursday May 31	8:30 am	BCAC Auburn Division Castings-Forgings/Outside Production	Ollie Stellfox	931-2507	Auburn, 17.01 Bldg. 11H4
	9:00 am	BCAC Auburn Division Non-Metallic Raw Material	Gene Siefertson	931-2356	Auburn 17.01 Bldg. 11H4
	9:30 am	BCAC Auburn Division Metallic Raw Material	Jim Dolan	931-2355	Auburn 17.01 Bldg. 11H4
	10:00 am	BCAC Auburn Division Materiel Systems	Phil Kelly	931-2439	Auburn 17.01 Bldg. 11H4

LOOK-AHEAD SESSION SCHEDULE (Continued)

DATE	TIME	COMPANY/PROGRAM	CONTACT	TELEPHONE	LOCATION
Thursday May 31 (cont)	10:30 am	BCAC Auburn Division Facilities	Dick Dickson	931-3714	Auburn, 17.70 Bldg. E-4
	1:30 pm	BAC Facilities	Dan Johnson	773-0903	Kent, 18.42 Bldg. 2nd. floor, S.W. corner
	2:30	BAC. Engr. Tech.	Frank Adderson	773-5043	Kent, 18.05 Bldg. 2nd. floor 24 C11
	3:30 pm	BAC SAVAI C3	Ed Naish	773-3850	Kent 18.28 Bldg. 2nd. floor west side Door 21A 12
Friday June 1	8:00 am	BAC - Wind Systems	Paul Redmond	575-5334	625 Andover Park West
	9:30 am	BAC Electronic Systems Div.	Mike Keim	773-2210	Kent, 18.22 Bldg., G-1
	10:30 am	BAC Defense Systems	Bill Berry	773-9128	Kent, 18.28 Bldg. Door 14 A10
	1:00 pm	BAC Missile Systems	Earl Hagen	773-1584	Kent, 18.26 Bldg. 2nd. floor S.E. corner
	2:00 pm	BAC ASWSOW	Bill Draper	251-4811	South Center South 18300 Cascade 1st. Bldg. on right

LOOK-AHEAD SESSION SCHEDULE (Continued)

DATE	TIME	COMPANY/PROGRAM	CONTACT	TELEPHONE	LOCATION
Monday June 4	8:00 am	BAC Central Materiel Raw Material	Ken Teramoto	656-9487	Grady Way, 1st flr. 13A4
	8:30	BAC Central Materiel Electrical/ Mechanical	Jack Wheatly	656-9493	Grady Way, 1st flr. 13A4
	9:30 am	BAC Central Materiel Microcircuits	Jim McFall	656-9486	Grady Way, 1st flr. 13A4
	10:00 am	BAC Central Materiel Outside Production	Bill Wilcox	656-9492	Grady Way, 1st flr. 134A
	1:00 pm	BCAC Renton Division Materiel	John Bowe Bud Graves	237-1313 237-2191	Renton, 10.80 Bldg.
	2:00 pm	Boeing Marine Systems	Howard Ellison	237-6318	Renton, 10.80 Bldg.
	3:00 pm	BCAC Renton Division	Clyde Cherberg	237-0406	Renton, 4.17 Bldg. 2nd. floor, B-1

LOOK-AHEAD SESSIONS SCHEDULE (Continued)

DATE	TIME	COMPANY/PROGRAM	CONTACT	TELEPHONE	LOCATION
Tuesday June 5	8:00 am	BCS Materiel Shop Supplies & Services	Bob Bailie	656-9317	Grady Way, Matl. Conf. Rm.
	8:30 am	BCS Materiel Building & Office Supplies	Tom Utterstrom	656-9357	Grady Way, Matl. Conf. Rm.
	9:00 am	BCS Materiel Capital Electrical/Electronic	Keith Haff	656-9303	Grady Way, Matl. Conf. Rm.
	9:30 am	BCS Materiel Capital Mechanical	Jim York	656-9316	Grady Way, Matl. Conf. Rm.
	10:30 am	BCS Materiel MRO Stock Group	Bob Bailie	773-5443	Kent Benaroya, Door 10 7.48-02 Bldg.

EXHIBIT O

small
Newsletter

[illegible]

by Don Ciminelli

The newest element working for Boeing Small and Small Disadvantaged Business Programs will be a 30-minute videotape designed to acquaint an audience with Boeing's programs and how they work. The challenge was to develop a videotape that would introduce the programs to new employees and reaffirm the company's commitment to their success. Committing a company policy to film or videotape can be a very healthy shot in the arm when the policy itself translates effectively. This is one of those times.

The decision to develop a videotape was reached late last year. That's where I came in. You see, I'm the screen writer assigned to produce the videotape. After reading the corporate policies and discussing their implementation with Bob Ryan, corporate administrator for the programs, I proceeded to the research stage. Bear in mind that in the Motion Picture and Television unit of Seattle Services Division, we may be marketing new flight control systems one week and teaching safe work procedures to machine operators the next. So, it's part of the process from paper to screen to become familiar with whatever program we are charged with describing.

A writer performs more effectively if he or she writes from his or her own experience. For me, the idea here was to transform paper policy statements into literal reality. I knew from the policy statements what the chairman of the board and the president of The Boeing Company wanted, but what I had to learn was how these goals were being accomplished. That's where *you* came in. You are the people at Boeing who are making these programs work. *You make the difference!*

Using the interview process, I proceeded to make your experience my own. I conducted 18 formal interviews and another dozen informal ones. The difference was that in the formal sessions, I and my tape recorder were present and the subjects knew the purpose of our conversations. The informal sessions were what the military might call "targets of opportunity," where I could participate in casual conversations concerning small and small disadvantaged businesses. I spoke with people who are engaged in the SB and SDB programs on a full-time basis and with people for whom this work is a collateral duty. This "quick study" process usually results in uncovering the peg on which a screen story can be hung. It worked very effectively. In this case, and because of the nature of the commitment of the people involved, the approach was obvious by the time half the interviews were completed: let the people working the programs speak for themselves.

There is no question in my mind that policy statements are important, because they represent commitment at the top of this company. But you, the people working the programs every day—setting your goals and making them happen—you are the force that makes them work. It is probably the same spirit that has made Boeing number one in the world in commercial jetliner production that drives so many of you to work so hard to make the Small and Small Disadvantaged Business Programs successful.

I liken those of you I have met to the cast of the television series M*A*S*H. After so many years in your roles, tedium and apathy are your greatest enemies. But you continue to explore new opportunities and break new ground to ensure future growth.

I met no one who is resting on past successes and no one who is satisfied with just getting by. And that, my friends, has been a privilege.

I cannot help but feel a proprietary interest in these programs. As we finish the videography and proceed to the editing stage, I wonder about the impact the tape will have on the audience. I am enormously curious about the reactions of people new to the programs. In short, you folks have infected me with your sense of urgency and accomplishment and I want to make very sure that I meet my responsibilities to you.

When I interviewed Mal Stamper, president of The Boeing Company, I said that I had been talking with people in Boeing who were involved in the Small and Small Disadvantaged Business Programs. His very quick question was, "Who's not involved?" I understand that response better now, and, when the videotape is finished, I'll still be buzzing Bob Ryan's office with suggestions on what I might do to help.

Transplanted to the Northwest from Los Angeles, Don Ciminelli joined The Boeing Company in March 1982. Formerly a freelance writer and director, he has a 16-year background of motion picture and television production in the documentary, educational, and commercial arenas.

EXHIBIT P

May 10, 1983

To:
M. K. Miller
B. D. Pinick
H. N. Stuverude

cc:
R. L. Brock
C. P. Ekas
D. Grigsby
A. E. Hitsman
D. B. Jacobs
C. G. King
R. Mitchell
R. D. Seymour
J. R. Utterstrom

Subject: Small Business/Small Disadvantaged Business

The Boeing Company and the Boeing Aerospace Company fully support a Small Business and Small Disadvantaged Business Program. Corporate Policy 5G1 covers the commitment of Boeing to the Program. However, recent examination of BAC procedures and directives has shown lack of coverage of the subject.

Attached is a proposed directive that has been prepared for the Peacekeeper Program. Please examine our directives on all other programs to be sure we have similar coverage for this important aspect of our procurement actions.

H. K. Hebeler

Attachment

EXHIBIT Q

THE BOEING COMPANY
Manual

BOEING AEROSPACE COMPANY PEACEKEEPER PROGRAM DIRECTIVE MX-1083
MAY 1983

SUBJECT: SMALL BUSINESS/SMALL DISADVANTAGED BUSINESS PLANNING

TO: All Peacekeeper Program Organizations
All Peacekeeper Support Organizations

FROM:
J. B. Sheridan
Peacekeeper Program Manager

REFERENCES:
(a) Defense Acquisition Regulation 1-707.3 and 7-104.14

(b) Corporate Policy #5G1-Procurement

(c) Peacekeeper Program Directive MX-1028, Make or Buy

(d) D180-10238-1, Instructions for the Preparation of a Small Business and Small Disadvantaged Business Subcontracting Plan

I. PURPOSE

This directive establishes the Peacekeeper Program management system for implementing the requirements of the reference (a) regulations. These regulations are contractually binding and stem from Public Law 95-507. PL 95-507 greatly strengthens the protection offered small business and specifically encourages assistance to be provided to small business firms owned and controlled by disadvantaged individuals so that they may compete on an equal basis. It further requires that specific and measurable goals for subcontracting to small business be established for each significant contract and contract change.

II. POLICY

The Peacekeeper Program, in consonance with Boeing Company policy, fully supports a Small Business and Small Disadvantaged Business Program (SB/SDB). It is Boeing policy that small business firms and small disadvantaged business firms shall be sought out and given the maximum practicable opportunity to compete for Boeing procurement of goods and services. While it is the company's general purchasing policy to deal only with qualified suppliers, those small and small disadvantaged firms that have significant potential may be given non-financial assistance to become qualified when requested. This policy stems from the long-standing conviction that it is in the Company's interest, as well as the business community's, to foster the growth and to realize the competitive advantages of small business concerns.

III. SCOPE

This directive applies to all new proposals, including changes, additions, or deletions of currently planned hardware, software and services.

IV. DIRECTIVE

A. A Boeing Company SB/SDB Subcontracting Plan, defined in reference (d), is required for each affected program proposal over $500K total contract value and offering subcontracting opportunities. The plan will include goals for the anticipated procurement dollar awards to small business and to small disadvantaged business firms. In the event a plan is already incorporated into the contract, a revision to the plan's goals will be provided in change proposals.

B. The Small Business Management Committee (decision making) and the supporting Small Business Investigating Committee (factfinding) are established to ensure that the small business functions are performed in accordance with this directive and the reference (b & c) policies and requirements.

C. Each affected proposal will consider the anticipated procurement awards of subcontractor dollars to SB/SDB as an integral part of proposal and program planning. Accordingly, small business planning begins at the kick-off meeting with the initiation of a continuing effort to identify packages which are suitable for allocation to SB/SDBs. SB/SDB recommendations and decisions are to be made in consonance with Make or Buy requirements set forth in the reference (c) Program Directive and associated company policy. In this regard it is mandatory that the Make or Buy decision include adequate and timely consideration of the potential of SB and SDB concerns. This consideration is to be extended not only at the functional group level that is addressed in Make or Buy deliberations but in all cases where potential for small business subcontracting occurs.

V. RESPONSIBILITIES

A. The BAC Director of Materiel is the designated Small Business/Small Disadvantaged Business Liaison Officer for the Boeing Aerospace Company and is responsible for the maintenance of an overall program for BAC.

B. The Program Manager is the individual charged with the overall responsibility for the contractual execution of the Small Business Program within the Peacekeeper Program. In addition, he will chair the SB Management Committee which reviews, approves and implements recommendations prepared by the investigating committee relative to SB/SDB matters.

C. Functional Support and Proposal Managers will:

1. Maintain contact with the Small/Disadvantaged Business Planning Manager (Materiel) to assure appropriate SB/SDB action is implemented and maintained in their area of responsibility to assure support of policy set forth in paragraph II, above.

V. RESPONSIBILITIES (Continued)

2. Provide desired schedules, quantity and other pertinent trade study data required to formulate firm SB/SDB recommendations and decisions.

3. Support the SB Investigating Committee by assigning a designated representative to support the committee meetings with authority to commit their function.

D. Materiel will:

1. Designate a focal point (Small/Disadvantaged Business Planning Manager) who will plan, implement and manage an overall Small Business Program and accomplish the following:

   a. As identified in IV.A. above, prepare a SB/SDB Subcontract Plan for incorporation into each affected proposal.

   b. As guided by the Program Manager, prepare internal goals for SB/SDB.

   c. Review and consolidate program and support organization goals to present a single company position to a customer.

   d. Monitor program performance in the implementation and execution of the SB/SDB program and provide appropriate management visibility.

   e. Establish and maintain records to demonstrate compliance with the subcontracting plan, contractual requirements and this directive.

   f. Arrange for appropriate training and educational materials to be furnished to all functional organizations so that all informed of the provisions of the law and the company's responsibilities.

   g. Provide guidelines and checklists to assist in identifying potential items suitable for SB/SDB subcontracting.

   h. In concert with Program Procurement and Subcontracts and corporate guidance and policy, represent the program on selected small business matters outside the Company.

   i. Assess and integrate initiatives to promote and effect positive SB/SDB growth.

V. RESPONSIBILITIES (Continued)

2. Maintain directories which list the capabilities of Small Businesses and Small Disadvantaged Businesses. These directories shall be available to each buyer and also available to Engineering, Manufacturing and other functions for their use in assessing SB/SDB opportunities.

3. Actively search out SB/SDB with potential to support the program concerned and make known their capabilities.

4. On behalf of small disadvantaged concerns, request functional organizations management, technical, financial or operations assistance as required.

E. Engineering will:

1. Implement this directive in affected subordinate engineering instructions (E.I.s) as appropriate.

2. Review each new design, prior to detail design development, for its applicability for subcontracting to SB/SDB concerns using guidelines and checklists provided in V.D.1.g.

3. Support Materiel in the planning of major proposals by reviewing items appropriate for small business subcontracting. Submit recommendations to the Materiel Small/Disadvantaged Business Planning Manager.

4. Provide support to SB/SDB firms through Procurement and Subcontracts.

F. Manufacturing will:

1. On a continuing basis, review outstanding IDWAs and shop activity for candidate items to be subcontracted to SB/SDB and advise Materiel of results.

2. Provide direct support through Procurement and Subcontracts to SB/SDB firms.

G. Quality Assurance will:

Provide direct support through Procurement and Subcontracts to SB/SDB firms.

H. Contracts will:

1. Upon receipt of the SB/SDB subcontracting plan from Materiel, review for adequacy and submit to customer.

2. Coordinate SB/SDB plan with customer procurement representatives.

V. RESPONSIBILITIES (Continued)

3. After customer approval of the plan, provide two copies to the Materiel Small/Disadvantaged Business Planning Manager.

I. Finance will:

Accord appropriate treatment of SB/SDB performance reporting in the BAC Management System and Financial reviews.

J. Program Planning and Control will:

Ensure that Make or Buy decisions include adequate and timely consideration of opportunity for Small Business and Small Disadvantaged Business concerns.

Mr. Mitchell. Thanks to all three of you gentlemen, and again my apologies.

Let me start with General Dynamics. I have the same kind of problems that I had with NASA and other Federal agencies. I assume the staff will give you both copies of a fact sheet on five contracts. In general, we have seen a significant increase in small business participation in these five contracts. The picture is spotty for small disadvantaged business.

By way of illustration, under contract 22901, small business is 9.5 percent. Do you have your sheet?

Mr. Gray. 22901?

Mr. Ryan. I have General Dynamics. I have both.

Mr. Mitchell. You are equally culpable.

Mr. Gray. Yes, here we are.

Mr. Mitchell. Do you have 22091 in front of you now?

Mr. Gray. Yes, I have it.

Mr. Mitchell. An amount of 9.5 versus 1.4 percent for minority business; 22337, 21 percent, almost 22 percent for small business, 0.37 percent for small disadvantaged business. I won't go through the litany here.

Obviously I am disturbed by this. I heard a part of your explanation. The fact that you stated that your company instituted a program long before there was 95–507 for me evidences a show of good faith really, a concern about this problem. But if you were sitting in my chair, would you be satisfied with these figures for small disadvantaged business?

Mr. Gray. I can't believe that sitting in your chair that I would be satisfied with any given number; no, sir.

Mr. Mitchell. Sitting in your chair, are you satisfied with them?

Mr. Gray. We, as I said in my statement, are continuing to work with that problem. There are a lot of reasons why the figures are the way they are, and a lot of it has to do with the type of procurement on a given contract and the opportunity for the various suppliers to compete for that work. We do everything that we know about that we have been able to develop so far in providing competitive opportunities for small disadvantaged firms.

Those opportunities are not always there because of the technology of the program, and the point in time of the program at the time a specific procurement comes up. So it is very difficult to meet higher figures than we are doing, but we are trying. We are continuing to work that problem.

Mr. Mitchell. I and some other Members of Congress have a perennial problem with the Department of Defense, that problem being that we keep insisting on breaking out portions of procurement contracting activity, breaking it small enough so that small and small disadvantaged business can participate. Have you had any kinds of colloquies with your primes to see whether or not even though these are high-tech contracts, to see whether or not certain portions of them could be broken out?

Mr. Gray. In many cases, yes, things have been broken out. I can't give you specific examples because I don't have that information available right now, but I know that this is one of the things we have looked at in an effort to find opportunities for small disadvantaged firms.

Mr. **Mitchell**. As you well know, there is reporting on all contracts on a semiannual basis. It has to be done with the submission of an SF 294. I received from NASA a list of five contracts on which no SF 294's were submitted by your company.

Mr. **Gray**. Yes. I found out about that yesterday morning, sir.

Mr. **Mitchell**. Why weren't they submitted? Let me tell you why I am asking this. You know you guys are the geniuses in this Nation, General Dynamics and Boeing. The great big corporations just don't make mistakes. You are infallible, so why on these five contracts there is no reporting?

Mr. **Gray**. We proved that we are indeed fallible, sir. We made a mistake on that. The gentleman who did it called me at 6 a.m., his time, yesterday to tell me about it, and to apologize for it. It will not happen again.

Mr. **Mitchell**. Let us see if you made another mistake. On the Abrams tank production, total contract price is $1.2 billion. SF 294's were submitted on that plan, but apparently—would you provide him with a copy of this?—there were some serious errors submitted on that plan. I will wait until you get the document. You have it?

Mr. **Gray**. Yes.

Mr. **Mitchell**. If you will look at block 16(a)(2), the commitments to other small business are listed at $1.5 million, right?

Mr. **Gray**. Yes.

Mr. **Mitchell**. In block 16(a)(1) the commitments to small disadvantaged are $1.2 million, right?

Mr. **Gray**. That is what it says, yes, sir.

Mr. **Mitchell**. Then if you look at block 16(a), it says that the total subcontract commitments to small business was $76.6 million.

Mr. **Gray**. I don't know. I can't comment on this. I haven't seen these numbers before, but I will be happy to investigate it.

Mr. **Mitchell**. It is obviously an error, isn't it?

Mr. **Gray**. Oh, I think so, yes. The total to small business would appear to be a percentage that wouldn't surprise me compared to the $151 million, but I really don't know. I can't answer that.

Mr. **Mitchell**. I was not questioning your figures on small and small disadvantaged. it is just that they don't add up.

Mr. **Gray**. Right.

Mr. **Mitchell**. You can't take $1.2 and $1.4 and come up with a commitment of $76 million.

Mr. **Gray**. But in adding I can see what they did. Large business was added, in other words, 16(b) has been added to 16(a)(1) and 16(a)(2).

Mr. **Mitchell**. They should not have done that.

Mr. **Gray**. No, of course not. That is wrong.

Mr. **Mitchell**. I have a couple of questions for Boeing. You commented on your utilization of the PASS system under SBA. I have some serious reservations about that system. How has it worked for you?

Mr. **Ryan**. We have this system within Boeing, and by the end of the year we will have seven terminals. The system going back 4 or 5 years, was an absolute dog, but it was the first national real attempt to have a single national data base, and we put our support to help build it into being the best.

The MBDA came along later. They now have PROFILE system and it is also an excellent system, but I think what we need in the country is not multiple systems, but one that is good.

Some 50 major companies like Boeing, Rockwell, Lockheed, all ran computer tapes last year of our small and disadvantaged business source, and turned those over to the SBA. They are, I think, just about through now taking this good supplier base that we use and getting it entered in PASS.

One of the problems is that unless we support PASS and get the good suppliers we use into it, there aren't good suppliers in the system.

We use it daily. We run out of our office, in response to buying efforts around the country, probably 15 or 20 exercises a day on the system, and we are finding some good suppliers. It is like any system, if you don't get good suppliers in there, you won't get them out.

Mr. MITCHELL. On page 25 of your statement, and this is most distressing to me, you indicate that there has been a rather dramatic decline in subcontracts going to small business, 29.6 percent in 1981, down to 17.2 percent in 1983. That is bad. Then when you look at what has happened to your small disadvantaged business during that same period, it has been cut approximately 50 percent. How do you explain this?

Mr. SEYMOUR. I will take a shot at that.

Mr. MITCHELL. Would you?

Mr. SEYMOUR. If you look back in 1981, the type of programs we had versus 1982 and 1983, a lot of the awards have gone to large business on our multiyear contracts, such as B-1B, where we have the avionics contract, for example, that one contract to Westinghouse was for $368 million, so when you have got more going to large business, your percentage falls off in the small and small disadvantaged business.

If you note the dollars are about the same, although they have gone down a little, but they are starting to go back up now, and we expect that trend to continue. It is something like the gentleman from Rockwell spoke of.

Mr. MITCHELL. Which trend, the trend of decrease?

Mr. SEYMOUR. Yes. We should start coming back up now, because we are through making these large business awards on the front end of new programs. We also, during the same time period, started two new airplane programs in the commercial airplane company, and of course, the initial contracts on those airplane programs go to large business, primarily because of the facilities requirements?

Mr. MITCHELL. I will ask you the same question. Do you engage in any kind of dialog or colloquy with other large businesses to see if they can't make an effort to break out some contracts or subcontracts for small business and small disadvantaged businesses.

Mr. SEYMOUR. Yes, for example, we do a lot of work with Westinghouse out of Baltimore, and they have one of the finer small business programs. We probably put $205 million a year into them, and of course, a lot of that money goes to small business.

Mr. MITCHELL. Would you provide them with a copy of this sheet, please? While you are waiting to get this package, it is the same kind of package that you had. For almost 14 years I have been working at this, and it is so very simple.

You can't have it both ways. You can't chop away at domestic programs, which has been done and will continue to be done, I know, without putting something of value in their place, and I perceive that thing of value to be a strong minority entrepreneurial class developing in this Nation.

That is why I have worked hard for set-asides, which many people don't like, worked hard on public laws such as Public Law 95-507.

Frankly, I get damned frustrated when you do all of that, and you don't see the results that you expect to see. I want to raise some questions about contract number 3399. The contract was originally awarded in 1980. It has a current value of $23 million.

We have reviewed the plan, and this is all public information, and in our review, it does not contain any goals, not a single goal for awards to disadvantaged business, not even a zero.

Why? How is that possible?

Mr. SEYMOUR. Yes, we have a copy of 294. The original intent, this is a BCS subcontract, in the original intent, all the small business subcontracting was from one firm that was located near our firm providing support.

There just was not any other, at the time the plan was put together, any other considered small business other than the one small business that received a sizable award supporting our BCS folks.

Mr. MITCHELL. Are you talking about contract number 3399?

Mr. SEYMOUR. Yes, we are.

Mr. MITCHELL. Contract number 3399?

Mr. SEYMOUR. Yes.

Mr. MITCHELL. All right. Even if that is true, and I believe that it is, the regulations require that goals be broken out, right?

You didn't break this one out.

Mr. SEYMOUR. What we do is we look at what we are going to procure on a contract, and we look at the opportunities for both small business and small disadvantaged business on those types of things we are going to procure, and if there no possibility, like study contracts, for example, then it doesn't make a lot of sense to put down a goal, if there is no opportunity.

Mr. MITCHELL. Then I would assume that on such a contract, you look at other contracts to try to make up for the loss on this?

Mr. SEYMOUR. Yes.

Mr. MITCHELL. Let's look at——

Mr. RYAN. Excuse me. The 294 I have shows that the goal was 100 percent of the dollars were going to go to a small business firm.

Mr. MITCHELL. Small?

Mr. SEYMOUR. That is right.

Mr. MITCHELL. I am accepting your explanation that there was nothing there for small disadvantaged business. Every bit of it went to just a small business.

Mr. RYAN. Although, over $500,000 has gone to small disadvantaged business firms.

Mr. MITCHELL. Under that same contract?

Mr. RYAN. Yes.

Mr. MITCHELL. It doesn't show.

Mr. RYAN. Under 24 on this report shows $155,770. This one, is an error because the subcontractor on this one is BAMSI, which is a black minority-owned business firm I believe, which got this award. Our people were confused, I think, perhaps with the relative difference between small and small disadvantaged.

The report is slightly in error on that. The goal should have been under small disadvantaged business firms and not small business firms.

Mr. MITCHELL. You are destroying all of my incredible faith in the expertise of the private sector. You are acting like the Congress, making mistakes. Let's look at another contract. That is contract number 17555 CADAM data management technology.

This was awarded in 1983 at $14 million. Based on the public records that are available to us, we reviewed the plans submitted by Boeing, found that it contains no goals, not even an estimate of total subcontracting, is that correct?

Mr. SEYMOUR. That is correct. This is a contract with NASA for a technical advisory board that is a large business technical advisory board. The contract was originally started in 1976, and there is no procurement on the contract whatsoever.

The dollars on the contract, merely provide the advisory board reimbursement for travel and per diem.

Mr. MITCHELL. Let's try one more, and that is your Air Force contract on the E3-A aircraft with the Saudis. That has a value of $1.2 billion.

Under the regulations there is required a 6-month report on SF-294, right?

The contract as I see it, was filed in 1983. I think you have a copy of the SF-294 attached, the goals stated on your SF-294 do not match the goals proposed by the plan, nor is there even an estimate of the total subcontractor for the same, is that correct?

Mr. SEYMOUR. I don't think we have got the right piece of paper here.

Mr. MITCHELL. I am looking at 13, the estimate dollar value of the commitment as in the plan of $517.7 million, right?

Mr. SEYMOUR. That is correct.

Mr. MITCHELL. Small business commitment is $15 million. Small disadvantaged business is $1.6 million. How does that add up to $517 million?

Mr. SEYMOUR. The rest of the commitment is large business. The item under 14 is the total dollars you expect to spend on that contract.

Mr. MITCHELL. Let's look at 13 again. The dollar value of the prime contract is $200 million, and right alongside that you have estimated dollar value of commitment as $517 million, right?

Mr. SEYMOUR. Yes. Excuse me, on 13, the dollar value of the prime is $1.2 billion?

Mr. MITCHELL. Yes, $1.2.

You are saying you lump in what goes to the large contractors?

Mr. SEYMOUR. Yes. Block 14 is the total dollar value of what you expect to subcontract.

Mr. MITCHELL. Let me look at one other thing. Let's go back to where you have your small business concerns at $15 million, small disadvantaged business at $1.6 million, right?

Mr. SEYMOUR. Correct.

Mr. MITCHELL. Go below that to item 16, where it says small disadvantaged business concerns $978,000, other small business concerns $30.704 million. How do you arrive at that figure with 15 plus 1?

Mr. SEYMOUR. That is the actual accomplishments, sir, the $30 million. We more than doubled the goal.

Mr. MITCHELL. Then I come back to my usual question: Are you underestimating your goals?

Mr. SEYMOUR. No. One of the things we are doing, and working very hard to do on the AWACS program is we are looking at trying to get more small business involved in the program, and we are looking at breakouts, and we have had a little success in this program in getting some breakouts to small business, and that is the reason for the $30 million, in the actual accomplishment on AWACS.

Mr. MITCHELL. Look, I am talking about goal setting.

Mr. SEYMOUR. I understand what you are talking about on the goal setting?

Mr. MITCHELL. That is right.

Mr. SEYMOUR. But you have got to look at the timing when you make a goal. It can be 5 years from the actual, when you are spending the money, and a lot of conditions can change.

Mr. MITCHELL. Is there no way that you can take into account—you have had experience—the conditions that are changed in setting your original goals? There is no way you can anticipate that? If you have a 5-year contract, you mean to tell me there is no way you can reasonably estimate what the goals ought to be, what the figure ought to be at the end of 5 years, where I started to see some flexibility, a great deal of flexibility.

Mr. SEYMOUR. Sure you can.

Mr. MITCHELL. Why don't you do it?

Mr. SEYMOUR. Well, we do do it, and in this case, we have been really pushing the E3-A or AWACS folks into putting more money into small business, and the original goal they established was 15 million.

Now they have accomplished 30 because they are working very hard.

Mr. MITCHELL. I really wish all of the corporate sector people would try to address this problem. I have no way of knowing where the trend is going. I have no way of knowing whether we are really getting fairly good estimates on goals. I have no way of knowing whether or not those low estimates impact on incentive awards.

I think that is an exceedingly difficult quandary to be in. When was this particular contract let, 1982?

Mr. SEYMOUR. Yes, I believe 1981 or 1982.

Mr. MITCHELL. Then this is your first report on it, which was submitted in 1983, right?

Mr. SEYMOUR. Yes. The actual prime contract signing I don't know off the top of my head when it was.

Mr. MITCHELL. You don't know the date.

Mr. **Seymour**. Relatively recent.

Mr. **Mitchell**. I have kept you a long time, and I am beginning to act out of frustration and I don't want to do that, but if we can't depend on you guys to help us really develop an entrepreneurial minority class, then where do we go?

You are the biggest contractors, the biggest in this Nation, the biggest in DOD, and with your best effort if we end up with 1.2 percent or four-tenths of 1 percent for minority business, do you understand my frustration?

There is no punitive action that this committee can take, and I am not at all sure that I would be inclined to take one, but I am just suggesting that you are in my opinion negating the prospect of doing something for this country that you should want to do.

Do you want to yell at me?

Mr. **Ryan**. No. The program went along, and I think we made some easy money, but I think we are in a time now where the minority business base has to improve to absorb some of these higher technology awards.

We are not here fighting the program, honestly, Mr. Chairman. I think that one thing that the committee might think about is taking a look at these zero goals or low goals on the minority side, and maybe asking the Small Business Administration or one of the agencies to start analyzing that.

My own perception in dealing in the marketplace, in feedback from buyers and other people out there, is that they sometimes have trouble finding minority business firms that can take on those jobs without further development.

I think maybe we need to identify where we need growth in the minority business marketplace, and there are a lot of assistance programs. The SBA and MBDA have management technical assistance, and I think maybe they ought to address some of that development activity to those areas where we really need to grow that next step.

Mr. **Mitchell**. I am cognizant of the need for more growth, but I think I am also concerned about the underutilization of what is there. If I recall correctly in the Department of Commerce, is it, that there are how many minority high-tech firms listed?

About 2,000 minority high-tech firms, 2,000. Now, I guess my question is, sure, we could use 4,000, but my question is are we really using those in existence now? Well, you can't answer that, or won't?

Mr. **Seymour**. Let me say we are attempting to if we can find them within the pass system.

Mr. **Ryan**. We have to be very careful of the words "high tech." Five years ago, people gave me a list of what they said were high tech that came out of a Federal agency and they weren't high tech. High tech has to be really what we are buying and we have to see whether we can help them.

It is not what they have got. It is what the Government wants to buy and to bring those people up to speed to be able to provide that. I think we could better marshal the forces of the SBA and MBDA to help them get into that arena.

Mr. **Mitchell**. I thank you for your participation. I am going to be candid with you. It has not done much to assuage the frustration that I experience. Knock out CETA, knock out housing, knock our Job Corps, knock out all of that, what have you got left?

There ought to be a minority business class fully operational across the board in this economic system, and the data that I see shows that we are far, far away from even the embryonic beginnings of it.

Thank you very much for being here. We appreciate it.

[Whereupon, at 1:05 p.m., the subcommittee was adjourned, to reconvene subject to call of the Chair.]

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